

EUROPEAN NEWS

Political fragmentation in prospective united Germany could follow deal
Bonn compromise signals end to poll row

By David Marshin Bonn and Leslie Collitt in Berlin

BONN's three-party governing coalition agreed yesterday that the forthcoming election for an all-German parliament should be carried out with the same voting system in both East and West Germany.

The compromise on the system for the December 2 general election could, however, lead to political fragmentation in the prospective united German parliament.

Following a week of argument over alleged gerrymandering by Chancellor Helmut Kohl's Christian Democrats, yesterday's agreement ended a coalition split which threatened to damage Mr Kohl's much-improved political position.

In East Germany, representatives of the rebellious Social Democrats (SPD) and Liberals indicated relief that a compromise appeared likely to end their dispute with Mr Lothar de Maizière, the East German Prime Minister.

Mr Horst Korbella, deputy chairman of the (East) CDU said Mr de Maizière would offer the SPD "solutions" even before this morning's scheduled meeting with the coalition partner.

Mr Wolfgang Thierse, the (East) SPD chairman, called for a binding public statement by the Prime Minister on unified elections as well as a lower election barrier. "I trust we can end this discussion on the

question of all-German elections by tomorrow," he said.

The Liberal Chairman, Mr Rainer Ortleb, who pulled his party out of the coalition on Tuesday, said he was prepared to rejoin if the Prime Minister had decided to stop "blocking the path" toward all-German elections.

The Liberal departure from the coalition Government had brought home to Mr de Maizière that the proponents of an "election on equal terms" could not be outmanoeuvred, he said.

As a condition of the compromise, however, the Bonn parties are to study a change in the West German election system under which only par-

ties polling more than 5 per cent of the votes can win a place in parliament.

This system has governed general elections for most of the Federal Republic's 41-year-old history, and has prevented the political fragmentation which plagued the Weimar Republic by limiting Bundestag representation mainly to the larger and established parties.

As a means of ensuring that smaller East German parties gain places in the all-German parliament, one variant being considered is that any party crossing the 5 per cent barrier in one German Land (state) should be eligible for a seat. This would meet the Chris-

tian Democrats' wishes that the small conservative German Social Union (DSU) party from East Germany should not be extinguished after the end-year all-German poll.

Despite the compromise, the political temperature climbed in Bonn yesterday after Mr Oskar Lafontaine, the Social Democrats' candidate at the December elections, accused the Government of bringing about an economic crisis in East Germany. Mr Lafontaine, in an interview with the daily *Süddeutsche Zeitung*, claimed that German unification would cost German taxpayers an DM100bn a year. Rebuilding the E German economy, Page 14

Armenian nationalist group warns of bloodbath

By Leyla Boulton in Moscow

ARMENIAN nationalists warned President Mikhail Gorbachev yesterday of a possible bloodbath if he sent troops to Armenia to disarm unofficial militias. The Armenian parliament, meanwhile, set up a commission to draft a response to Wednesday's presidential decree which ordered militants to hand over their weapons within 15 days.

Although the decree applies

to the entire country, it was clearly aimed mainly at Armenia, where nationalist militants have launched a series of attacks on Soviet troops. Mr Gorbachev threatened to use troops to disarm armed groups if necessary.

"If Mr Gorbachev carries out his threat, there could be a bloodbath," said Mr Alexander Aramian, a spokesman for the pro-independence Arme-

nian National Movement. "Popular feeling against the Red Army is very bad and this decree violates Armenian sovereignty," he said in a telephone interview.

The problem, which he said, was a symptom rather than a cause of tension in the republic, could only be dealt with by the Armenian parliament, which was a defence council to deal with security problems.

Mr Gorbachev issued the decree after repeated requests that the Armenian government itself take action against militants, whose numbers are estimated at tens of thousands by the official Soviet media. Senior Soviet army officers in Armenia have, in turn, appealed for permission to take tough action, accusing the republic's government of conniving with the militias.

In late May, more than 30 people were killed in clashes between Soviet troops and Armenians. The militias have been fighting Azerbaijanis along the border between the two republics as well as in the Armenian-populated enclave of Nagorno-Karabakh in Azerbaijan itself. Recently, they have also turned against Soviet troops sent in to quell ethnic strife.

Soviet Kurds press case for homeland

By Edward Mortimer in Moscow

SOME peoples have all the luck.

The Kurds, as is by now well known, live in a part of the Middle East which they call Kurdistan, but which is divided between Iran, Iraq, Syria and Turkey. What is less well known is that the northern part of their homeland is in the Soviet Union. And where precisely in the Soviet Union? On the borders of Armenia and Azerbaijan.

Twenty thousand Moslem Kurds were expelled from Soviet Armenia in 1988-89 along with the 160,000 Azerbaijani minority. But in Turkey, speaking Azerbaijan itself, the authorities refuse to admit the existence of a Kurdish minority, or to allow the Kurds their own newspapers and schools.

In 1923 there were 80,000 Soviet Kurds, and Lenin awarded them their own autonomous region within Azerbaijan. It occupied the strip of land which separates Armenia from Nagorno-Karabakh, the mountainous, mainly Armenian-populated enclave which has brought Armenians and Azerbaijanis to the brink of civil war.

But in 1937 Stalin decided the Kurds were too unreliable to be left in a sensitive border region, close to their relatives in Iran and Turkey. He had many of them deported to Kazakhstan.

Now, like other groups which were similarly treated, they are demanding to be allowed to return to their ancient homeland and to have their autonomy restored.

In the last two days some 500 Kurds have assembled to press this demand, coming from all parts of the Soviet Union, in the unlikely setting of the Institute of Marxism-Leninism, a large and leafy campus on the outskirts of Moscow, under the direct authority of the central committee of the Soviet Communist Party.

The meeting was also

attended by Kurdish leaders from Iran, Iraq and Turkey - people who in the past would have been most unlikely to be given Soviet visas, for fear of jeopardising good relations between Moscow and the governments of those countries.

A keynote speaker was Academician Kerim Nadrov, a distinguished petrochemical scientist from Alma Ata, capital of Kazakhstan. He explained afterwards how his whole family had been deported there when he was five years old. "My mother had nine children: the eldest was 22, the youngest two, a KGB agent came at night and asked who was the head of the family. My eldest brother said, 'I am', and they said 'Go with us'. We never saw him again - and there were many victims like that. In my speech today I said we must remember all of them, and the whole audience stood up."

In 1944, after the German invasion of the Caucasus, there were further deportations of Kurds, this time from Georgia. Kurds called up for war service returned from the front to find their villages deserted, and the only address they were given for their families was "central Asia and Kazakhstan". Vast and distant territories of which they knew nothing.

The 1989 census revealed a Kurdish population of 153,000 throughout the Soviet Union, but Mr Nadrov claims the true figure is more than 500,000, since many Kurds have been classified under other nationalities. He is sure, however, that many would "change their passports" if autonomy were granted.

He admits that many can no longer speak their language, and even fewer read and write it. One Kurdish grievance, indeed, is that Soviet Kurds are cut off from their own culture by the Cyrillic script, since Kurds elsewhere use the Arabic or Latin alphabets.

Privatisation chief sacked in Hungary

By Edward Mortimer in Moscow

THE HUNGARIAN Government has replaced the managing director of its State Property Agency (SPA), responsible for the privatisation of state-owned companies, according to the state news agency, Reuter reports from Budapest.

Mr Istvan Tompe came under fire recently for his method of privatising Hungary's largest travel agency, Ibusz. Critics, including the Government's economic adviser, Mr Istvan Bethlen, said Mr Tompe was wrong to permit the listing of Ibusz shares on the Vienna stock exchange as it would not attract foreign investors into the country. Ibusz was the first Hungarian company to have its stocks listed abroad.

Mr Tompe's successor Mr Lajos Csepel, former vice-president of the now defunct Hungarian Prices Office, will take over next month.

Bulgaria aims to set up stock market

Nikko Securities, one of the Big Four Japanese brokerage houses, said yesterday it had been appointed by the Bulgarian Government as a consultant to help the country establish a stock exchange, writes Andrew Freeman.

East German secret police chief arrested

East Germany yesterday arrested the former secret police chief, but said the deposed Communist party leader, Mr Erich Honecker, was too sick to prosecute. AP reports from East Berlin.

The authorities detained 82-year-old Mr Erich Mielke, pending investigation of charges that he abused his power, jailed people for criticising the old regime, and turned East Germany into a safe haven for terrorists.



US begins to withdraw its chemical weapons

THE US BEGAN removing its chemical weapons from West Germany yesterday, after protests and court action by environmentalists who say the cross-country transport operation is hazardous, Reuter reports.

Guarded by American soldiers and West German police, the first of 30 daily truck convoys left a US depot at Clausen in southwest Germany. Their 400-mile road and rail route to the North Sea port of Norddeich runs through some of the most densely populated parts of the country.

About 100,000 shells containing nerve gases, packed in steel containers, are to be shipped to the Johnston Atoll in the Pacific to be destroyed.

Yesterday's convoy of 80 vehicles - 20 carrying the shells and the rest troops, medical staff and firefighters - drove 30 miles to a rail depot along a road closed to normal traffic.

On Wednesday a court in Münster rejected the last legal attempt by people living along transport routes to block the operation on safety grounds.

Mr Rudi Geil, Interior Minister of the state of Rhineland-Palatinate in which the Clausen depot is located, said: "It can only be in the interests of the peace movement... that these chemical weapons are taken away as quickly and successfully as possible."

Workers to pay the price for decades misspent in their name

FT correspondents foresee an uncertain future for unions and solidarity in an eastern Europe on the road to market

AS eastern Europe's newly-elected governments edge towards the market economy, workers in those countries are becoming uncertain about their future.

Under the old communist regimes, employment was guaranteed, but in reality their centralised systems created an economy of shortages and encouraged underemployment, and enterprises were often forced to stand idle.

Since workers were regarded as the ideological bulwark of communism, they were granted certain privileges, such as holiday homes and wages which were higher than those of teachers, doctors or other professionals.

But trade unions, dominated by communists, were tame. Strikes were banned, strike leaders imprisoned, trade unions mere communication channels for the ruling élite.

Thus east European workers, except in Poland, remained conservative and passive, features which carried over into the revolutions which toppled the communist system.

In Poland, Solidarity, the independent trade union, forged a unique alliance between intellectuals and workers against the ruling Communist Party, but elsewhere it was the youth and intellectuals, and not the workers, who made the revolutions.

In the new democracies, however,

it will be the workers who will pay the highest social and economic price for four decades of misspent communist rule.

This could foster resentment among workers against the technocrats. Already some of the emerging trade unions, along with some members of the new governments, are trying to establish informal alliances as a means of applying a brake on the pace of economic reform.

In Poland the once united Solidarity movement is split between workers, led by Mr Lech Walesa and intellectuals, epitomised by Mr Tadeusz Mazowiecki, the Prime Minister.

A populist and politician by nature, Mr Walesa resents the fact that the workers will have to suffer most with price rises and unemployment. He believes economic reforms should be coupled with the complete dismantling of the old communist apparatus.

While Mr Walesa remains popular with the workers, the old, pro-communist OPZZ trade union continues to attract support, in particular on the shop floor. It can still boast 5m members, compared with Solidarity's 2m. However, the OPZZ's ability to articulate workers' interests remains unproven, its communist past a liability.

In Czechoslovakia, the old Revolutionary Union Movement thrown up last November has been replaced by the strike committees which are controlled by Civic Forum.

Since then the new, 6m-strong Czechoslovak Confederation of Trade Unions has been trying to establish its own identity. It is led by Mr Igor Pleškot, who has considerable old communist trade union assets at his disposal. He wants the union to become independent from the Government and other political forces.

Under the old regimes east European trade unions were tame servants of the ruling élite. Except in Poland, workers have been, and still are, conservative and passive

On paper, the union is committed to a market economy. Yet in recent weeks, it has become a powerful ally of those who want the transition to a market economy to be slow, and as far as possible, painless. Its future role will be crucial in the economic reform debate between President Vaclav Havel, who favours a cautious approach, and Mr Vaclav Klaus, the Finance Minister, who supports shock therapy.

Hungary's trade unions are also searching for an identity. MSZOSZ, the grouping of the official trade unions of the former communist regime, remains the largest with 3.5m members. But it is likely to be eclipsed by new trade unions which are fast becoming identified with political parties rather than workers' interests.

The 100,000 members of the old workers' councils which were set up during the 1956 uprising to oppose the communists, are being wooed by the Democratic Forum, the conservative party leading the coalition.

Throughout the region, the very concept of trade union organisation has been discredited by the official unions' tame role under the former regime. This is the legacy haunting

spokesman for the East German union and head of the railway workers' union, will do little to allay these fears. Earlier this month, he said that a market economy was "against employees".

East German managers, who were former Communist Party directors of state enterprises, have warned that strikes would deal the final blow to enterprises struggling to become competitive.

By September, the FDGB, the moribund East German state trade union, will be disbanded and the Deutscher Gewerkschaftsbund, the West German labour federation, and the 21 East German branch unions will merge.

Trade unions in the Balkans face a different future. Working class militancy was almost non-existent in Bulgaria or Romania because the communist regimes created this class from peasants who were uprooted from the land and sent to new towns and cities as part of the regimes' goal of pulling their countries out of "backwardness".

Workers thus remained torn between their peasant traditions and a disorientated new class dependent on the state.

In Romania today Mr Petre Roman, the Prime Minister, has said he wants to keep wage increases under control, but miners were recently granted large pay rises. The last thing the governing National Salvation Front wants is worker dis-

content which could see the forging of an alliance between the workers on the one hand and the intellectuals and the youth, the Front's main opponents.

In Bulgaria, Podkrepa, the large independent trade union has staged strikes aimed at highlighting workers' miserable conditions and the fear of unemployment. Any reforms undertaken by Mr Andrei Lukomov, the Prime Minister, will require its support.

In Yugoslavia, the communist-dominated Confederation of Trade Unions has all but disintegrated in the light of the break-up of the ruling League of Yugoslav Communists. The independent trade unions which have sprung up in the six republics and two provinces are more concerned with local issues than defending workers on a federal level. Moreover, the ethnic divisions in the country make workers solidarity less likely.

Indeed, throughout the region, managing at the same time the uncertainty felt by those who have before had to worry about their job security together with the surfacing of antagonisms that were always suppressed will determine the success or failure of the reforms.

Compiled by Christopher Bobinski in Warsaw, Leslie Collitt in East Berlin, Judy Dempsey in London, Nicholas Denton in Budapest, John Lloyd in Prague and Laura Silber in Belgrade

Picture clears in Italian TV drama

By John Wyles in Rome

ITALY'S ATTEMPT to adopt its first comprehensive legislation to regulate public and private television services should move towards a conclusion today.

This follows an extraordinary fortnight in which attempts to cut Mr Silvio Berlusconi's empire down to size threatened the future of Mr Giulio Andreotti's Government.

It was still unclear last night whether the Government would have to call for votes of confidence today in the lower house, the Camera, on some of the legislation's key articles.

Its majority is threatened by possible defections to the opposition of members of the Christian Democrat (DC) left. They have made the bill a crusade against the Berlusconi private television empire, partly in order to strike at his closest ally, Mr Bettino Craxi and his Socialist Party.

The Socialists' defence of Mr Berlusconi interests against the DC left has this week forced Prime Minister Andreotti into an intricate exercise in political mediation of which he is Italy's past master.

The result is a law which will give Mr Berlusconi's three networks their long desired right to broadcast live events, including sport and news programmes, but at the expense of his ownership of the Milan daily, *Il Giornale*, and of other restrictions which may ultimately hit his revenues.

Foremost among these are radical curbs on advertising spots during the transmission of films first made for the cinema, leaving just three interruptions for films of 90 and 110 minutes, and four if they last longer.

For Mr Berlusconi this is an improvement on the total advertising ban during films imposed by the Senate earlier this year which he estimated could cost him \$300m (£165m) a year.

The question as to when this restriction should come into force was still in contention last night, with the Christian Democrat left pushing for an October 1991 introduction against the Government's proposal of January 1, 1993 - ostensibly to allow both Mr Berlusconi and the Rai state network to broadcast films in stock acquired on the assumption of no restrictions.

The same date will also apply for introducing a limit on advertising of 18 per cent an hour.

Other restrictions in the legislation will prevent Mr Berlusconi's advertising subsidiary Publitalia from selling advertising space, said to be worth £100m a year in revenues, for three smaller private stations in addition to his own networks.

A further blow against the private system was struck in the Camera on Wednesday evening when deputies passed an amendment forbidding advertising during animated cartoon programmes aimed at an under-14 audience.

Press reactions to the shape of legislation now emerging under the imperatives of political compromise ranged from a suggestion that the bill was worthy of a "banana republic" (*La Repubblica*) to the judgment that it was a plain and simple "mess" (*Corriere della Sera*).

Italy may extend \$1bn credit line to Soviet Union

By Leyla Boulton in Moscow

MR Giulio Andreotti, the Italian Prime Minister, said yesterday his government would consider a Soviet request for credit which, according to Italian bankers, could result in a \$1bn loan.

"From the Soviet side, there has been a request for credit, also for the delayed payments, which we shall bring to the consideration of the Council of Ministers," Mr Andreotti told a news conference after talks with President Mikhail Gorbachev.

Italian bankers said that Mediobanca Centrale, the state bank for export credits, could grant Moscow a new credit line of up to \$1bn.

Mr Andreotti said a bilateral commission of experts would meet in August to draw up a report for a meeting of the Italian and Soviet foreign ministers on September 10.

The banking sources said negotiations for a new credit line would begin in September.

Much of the money would presumably be spent on clearing up delayed payments to Italian companies.

Mr Gorbachev told the news conference that the Soviet Union wanted "understanding and sympathy for our great cause of perestroika."

"We are not looking for charity," he said. "That would offend our people... We are not the kind of country that would not be able to bear a (debt) of \$200m or \$400m. There are smaller countries than us that owe \$200m-\$300m."

The Soviet Union says it plans to keep its foreign debt below \$200bn, the last figure published by the government.

Mr Andreotti, whose country currently holds the rotating presidency of the European Community, also discussed EC economic aid for the Soviet Union.

He said an EC report on this would be ready by October.

Electricity utilities reject Brussels' plan

By Lucy Kellaway in Brussels

LEADING European electricity utilities have told the European Commission they are strongly opposed to a future "common carrier" system for electricity.

The system would give third parties full access to power grids now under the control of the big utilities.

Mr Alessandro Ortis, head of the electricity supply industry body, told Mr Antonio Cardoso e Cunha, the energy commissioner, that common carrier

would favour few users and damage most.

Instead he called for a complete harmonisation of member states' energy and environmental policies, which he said would reduce the differences in energy prices.

The Commission sees common carrier as a means of opening up a protected monopoly to competition. It does not favour trying to harmonise energy policy in different member states.

Successful rocket launch will improve phone links

By David Goodhart in Bonn

THE successful launch earlier this week of Ariane 44-L, the Franco-German rocket, is set to make substantial improvement in telephone links between the two Germanys.

The rocket carried the West German Bundespost's Copernicus 2 satellite and the French satellite TDF 2. Fifteen of the 32 receivers on the Bundespost satellite will be dedicated to East Germany and should provide thousands more lines. Currently there are only 1,494 from West to East and 1,182 from East to West.

Mr Christian Schwarz-Schilling, West German Posts Minister, has described the communications problem as so serious that he is considering lifting temporarily the public monopoly on basic telephone communications.

Relatively normal telephone links are now expected by the end of 1991, according to Siemens, the West German company most directly involved in building up the network.

Many West German businessmen have been using mobile phones over the last few months but the networks have also become over-burdened. The Bundespost is planning to extend its own mobile phone network, due for completion at the end of 1991, to cover East Germany. So too is the private sector rival led by Mannesmann.

Strong investment growth abroad set to continue

By David Goodhart

WEST German foreign investment will continue growing strongly over the next two years, especially in Europe and the EC, although only one-third of investors wish to establish or expand productive capacity, according to a survey of more than 1,000 businesses by the German Association of Chambers of Commerce.

Some 66 per cent of businesses planned to expand abroad over the next two years with most concentrating on the EC, in particular France, Spain and Britain.

More than half also want to invest in eastern Europe over the next five years with East Germany the most popular site followed by Hungary, the Soviet Union, Poland and Czechoslovakia.

A reduction in investment is planned in the Near and Far East, South America (Brazil was once popular with German investors), and in Denmark and Norway where high labour costs and corporate tax are a disincentive.

The survey showed that most investment takes the form of marketing and customer service enterprises to improve the flow of goods still produced within Germany.

Direct investment abroad is not expected to reach the record level of DM200bn reached in 1989. Over the next two years the level is expected to average DM120bn. Between 1980 and 1989 the value of direct investment rose from DM100bn to DM184bn and the number of companies investing rose from 1,373 to 6,400.

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Tokyo markets nervous amid interest rate fears

By Ian Rodger in Tokyo

GLOOMY comments about the Japanese inflation outlook by Bank of Japan officials yesterday sent bond prices lower late in the afternoon in anticipation of higher interest rates.

Both the stock and bond markets in Tokyo have behaved nervously in recent weeks because of fears that the central bank was about to tighten monetary policy.

The BoJ has become particularly concerned about the rise in the cost of services recently arising from the acute labour shortage in Japan.

Mr Yasuhiro Mieno, the bank's governor, asked in a speech yesterday in Tokyo whether interest rate increases would be effective in stemming service cost increases. However, he said that the strength of the economy was behind the labour shortage and, if the economy strengthened too much, a tighter monetary policy would be needed.

Controlling overall demand would be the key to maintaining stable prices, he said. However, he predicted that in the near term prices would remain stable, thanks to softening commodity prices and the strengthening of the yen. Although the economy was growing more quickly than its desirable rate of 4 per cent, he had no intention of reducing the current 5 per cent rate by a tight monetary policy.

Meanwhile, another Bank of Japan official expressed disap-

pointment yesterday that the Japanese economy had recovered so quickly and strongly after the Tokyo stock market slump in the first quarter.

"We thought the triple declines (of the stock and bond markets and the yen) would dampen the speed of growth and inflation pressure. In effect, a bitter but effective pill," the official said. "But these days, both the bitterness and the effectiveness are disappearing."

The official acknowledged that the central bank thought money supply growth, at 12.6 per cent year on year in June, was too high even considering exceptional factors, such as the transitional effects of deregulation of Japan's bank deposit rates. He said it should be under 10 per cent.

The recent rise in Japanese interest rates has contrasted with a declining trend in the US, but the official said there had been no fundamental change in co-operation between the monetary authorities in the two countries. The official said he did not know to what extent the US authorities were concerned that the narrowing of the differential between US and Japanese rates might discourage Japanese institutional investors from buying US securities. However, he said the US authorities had not loosened its monetary stance to ease the flow of institutional investment funds to the US.

The rise and rise of a computer industry

Ian Rodger charts Japan's spectacular quest for the top in yet another enterprise

Domestic producers Vs IBM, confrontation becomes clear cut.

The headline on an article in last Friday's Nihon Keizai Shimbun, Japan's leading business newspaper, captured the significance of the Fujitsu takeover of the British computer company ICL in a nutshell.

Suddenly, as in motorcycles, consumer electronics, cameras and semiconductors in the past, Japanese producers had once again triumphantly joined the world's top players at the highest level of an industry.

And for all the talk in Japan these days about the need for Japanese industry to take a less aggressive and self-centred approach to world markets, the headline conveyed precisely the relentlessly competitive and nationalistic "We Japanese vs the rest of the world" mentality that still drives many industrial managers in the country.

For those who worry about this kind of behaviour, there may be some consolation in the thought that the computer industry case is probably the last one in which the Japanese can paint themselves as the weak underdogs who have struggled long and heroically against daunting obstacles to achieve world status. However, it is also without doubt the most spectacular one.

When the Ministry of International Trade and Industry decided in 1980 that the computer industry was of strategic importance to Japan's future, it was only in the mid-1970s that their impact began to be felt, and only in the home market.

TOSHIBA
FUJITSU **HITACHI**
OKI **NEC**
MITSUBISHI ELECTRIC

strategy could be successful. IBM and a handful of other capital-rich US companies dominated the already fast-moving sector, and the Japanese companies that were the chosen instruments for implementing the policy - Fujitsu, Hitachi, NEC, Toshiba, Mitsubishi Electric and Oki Electric - were sceptical themselves about whether it was worth the enormous effort that would be needed.

Still, Miti ploughed ahead, forcing IBM, as a condition of continuing to do business in the country, to transfer its computer technology to the Japanese companies, helping finance Japanese companies' sales and severely limiting the number of machines imported could sell in Japan.

Until as recently as five years ago, tariffs on computer imports were high and foreign-owned computer companies were in effect excluded from bidding on any public sector projects in Japan.

As expected, the Japanese manufacturers did not progress quickly, despite Miti's help. It was only in the mid-1970s that their impact began to be felt, and only in the home market.

In part, this was due to the decision of Fujitsu, Mitsubishi Electric and Hitachi to introduce main frame computers that were "plug compatible" with IBM machines.

This enabled them to pluck away IBM's Japanese customers fairly easily, a practice enhanced, as the world learned in 1982 in the case of Hitachi, by outright thefts of IBM system software.

However, the home market was still growing slowly, partly because of the difficulty of making Japanese-language systems. As late as 1980, none of the Japanese companies had begun to generate profits from computers.

In the early 1980s, their strategies began to show signs of bearing fruit.

While the home computer market itself remained difficult, the companies were beginning to expand abroad, at first with sales of key computer components, such as semiconductors, data storage devices and printers.

Original equipment maker (OEM) and other marketing arrangements were set up with a variety of US and European companies. The companies also

gradually developed international competitiveness in important "niche" products, such as super-computers and, most spectacularly, in laptop computers where Toshiba is world leader.

Also, in the 1980s, mainly due to the advances in semiconductor technologies achieved by the Japanese companies themselves, small and personal computers suited to the Japanese market could be introduced. The Japanese companies, with their national networks of distributors and agents, were much better placed than IBM or other foreign companies to develop these markets and they still maintain better shares there.

In 1988, for example, IBM Japan ranked a close second to Fujitsu in the main-frame market with a 24.4 per cent share, but in the personal computer market, it stood a dismal fifth with only a 6.5 per cent share.

It has been a very typical Japanese strategy. They do not attack head-on but, as in their game of Go, they probe patiently at various weak points until ultimately they completely surround their enemy, "one computer industry analyst in Tokyo said."

It would be an exaggeration to say that the Japanese companies have already surrounded IBM. The combined computer sales of NEC, Fujitsu and Hitachi are still little more than half those of IBM. Yet NEC now ranks as the third-largest computer maker in the world after IBM and Digital

Equipment, and Fujitsu and Hitachi are fourth and sixth respectively. Moreover, the Japanese companies have immense capital resources and are investing heavily for the future.

Their one remaining weakness is that they are still virtually totally dependent on Japanese brains working in Japan. And in an industry that is both global in scope and driven by technology, they know that will not be enough, especially as IBM and DEC have long attracted top engineers from all over the world and employed them in R&D centres in several countries.

That challenge, as much as anything, explains the proliferation of investments in US and European companies by the big Japanese companies in recent years, of which Fujitsu's purchase of ICL is the latest and most dramatic example.

The challenge is occurring not only in the US and European markets, but also in Japan. Now that import barriers have been removed, IBM and other foreign computer companies are intensifying their marketing efforts in this market.

It is already the second-largest computer market in the world, with sales last year of ¥800bn (\$40bn), and industry analysts believe it will be one of the fastest growing in the world in the next decade. Fujitsu and other Japanese makers know they will have to become more cosmopolitan if they are to maintain their positions at home, let alone build their businesses overseas.

Girl's death shakes rigid Japanese school system

By Stefan Wagstyl in Tokyo

THE death of a 15-year-old girl, who lost her life because she was a few seconds late for school, has prompted an agonised debate in Japan about discipline.

Ryoko Ishida was killed on the morning of her teachers decided to take action against latecomers. Standing by the 200kg school gate, he shouted warnings that he would close the gate at 8.30. As the time approached he counted out the seconds from 10 to zero and then slammed the gate shut just as Ryoko was passing through. Her skull was crushed between the iron gate and a concrete pillar.

The incident earlier this month at a high school in Kobe, western Japan, prompted outraged reaction from leading newspapers: "This is a story that freezes

our hearts," said one. "Teachers forget their pupils are human beings," said another.

Yesterday the local education authority dismissed Mr Yoshihiko Hosoi, the 39-year-old teacher who closed the gate, and reprimanded Mr Atsuo Nomura, the headmaster, who resigned. Four other officials were disciplined.

The concern of many Japanese parents is that Ryoko's death is not an isolated incident but a reflection of an obsession with rules and regulations on the part of many teachers. Mr Isao Hirakuri, a lawyer acting for the dead girl's parents, says: "Excessive concern about regulations caused this incident. It was partly the fault of the individual teacher and partly the fault of the whole system."

Newspapers have published

accounts of other incidents, notably one in which two teenage boys were buried by teachers up to their necks in sand on a beach during a school outing. They were left at the ocean's edge for 20 minutes as a punishment for allegedly trying to extort money from classmates. Corporal punishment is illegal, but some parents say their children are too frightened to report incidents.

Japanese are proud of the fact that they produce some of the best trained young people in the world. While many parents think these results could be achieved without rigid discipline, others welcome the regulations. Some teachers would like to give pupils more freedom but worry that this could be difficult with, on average, 40 and more in a class.

Some teachers are concerned

there is a deep-rooted bias towards tough discipline. Professor Minoru Murai, who researches the philosophy of education, says this was born out of the late 19th century Meiji government's need to rapidly transform farmers' children into suitable material for the factory and the army.

The emphasis on discipline was reinforced by Japan's pre-war military leaders. After the war, schools were cleansed of their militaristic features, but society continued to value obedience in young people.

Prof Murai says: "It is all a tragic result of the formation of the modern state. Following a leader without complaining is considered good." If he is right, all the heart-searching prompted by the death of Ryoko Ishida may in the long run make little difference.



The New Zealand Prime Minister, Mr Geoffrey Palmer, praising Japanese wine during an official dinner in Tokyo yesterday as Mrs Sachio Kaifu, wife of his Japanese counterpart, looks on.

Chinese economic reform 'a sham'

By Peter Ellingren in Peking

AFTER more than a decade of proclaimed reform, a top mainland official has revealed what astute observers have long suspected - China's economy has not really altered.

In a front page article in yesterday's China Daily, Zheng Hongxing, a head of the government's economic think-tank, says little has changed in 10 years, and if the inertia goes on, the economy will falter. Despite some gains, he concedes that China's "traditional economic framework" has remained essentially intact.

Zheng, chief of the general planning bureau of the State Commission for Restructuring the Economy, warns that without real change, China's economy will stall. "In due course the economy will find itself in the position of being reluctant to move forward," he says.

Flying in the face of party hardliners, Zheng attacks the centre's stranglehold on planning and industrial management, and calls for modern business practices, in particular, a shareholding system of

ownership. He also advocates sweeping changes including "a fully developed tax system, independent central bank, and competition between banks".

Zheng is known to have played an active role in last year's pro-democracy marches. Despite this, he has kept his position, and is able to air his views prominently, which suggests he has high-level protection, possibly from paramount leader, Deng Xiaoping, who is trying to reinstate economic initiatives shelved after last year's upheaval.

Zheng's critique is a slap in the face to economic conservatives led by Chen Yun, 85, Deng's arch rival, and patron of Prime Minister Li Peng. While his analysis does not reflect the line being followed by the government, and is unlikely to be adopted in the short term, given the party's emphasis on stability, it indicates reformers may be gaining ground. Analysts said it was revealing in that it exposed China's inability to handle the hard questions of restructuring, such as central

control, ownership and, by implication, prices.

China has recently eased the austerity measures adopted in 1988 to combat high inflation, and strengthened after the June 4 turmoil. Interest rates have come down, and banks have boosted lending, to revive the economy from the decline of early this year. The government is now aiming for 6 per cent growth, half that of 1988, but the chronic structural problems causing under-employment, inflation, corruption and low productivity, have been shelved as too difficult to solve.

According to Zheng, there is a pressing need for better management which will lead to a "shareholding system in which the state will be the major shareholder."

Under such a system, the state will keep its party officials in factories, but out of the key management decisions they now dominate. As enterprises disengage from the government, they would pay taxes, instead of avoiding them, Zheng said.

Peking to join talks on nuclear treaty

CHINA will attend talks on the nuclear non-proliferation treaty for the first time next month, a British minister said yesterday, Reuters reports from Peking.

Foreign Office minister, Mr Francis Maude, the senior official from western Europe to visit China since its crackdown on dissent last year, made the announcement after three days of talks.

China, the third-largest nuclear power after the US and the Soviet Union, has previously refused to take part in the nuclear disarmament process on the grounds that the superpowers have far greater nuclear superiority.

Mr Maude quoted deputy foreign minister, Tian Zengping, as saying China would attend the Geneva talks next month as an observer. The talks, held every five years, review the treaty.

Joining the treaty would not mean giving up on China's nuclear arsenal, but could lead to safeguards and inspections.

Delhi pushes for release of official

By Kunal Bose in Calcutta

THE INDIA Government has put pressure on the local government in Assam to secure the release of the senior official of Indian Oil Corporation, his 24 year old son and their driver who were taken hostage by the United Liberation Front of Assam (ULFA) on July 16 in Garo.

The whereabouts of the three is still unknown even though the Assam government is using neutral intermediaries to secure the release of hostages.

ULFA has said that it will release the three hostages if the state government sets three of its arrested members free.

The extremist organisation, which has struck unprecedented terror in Assam, has threatened to kill the three hostages unless the suggested trade off takes place.

The Assam government has shown its readiness to talk to ULFA with a view to securing the release of the hostages. Since after the kidnapping incident, Mr George Fernandes,

railway minister and Mr M.S. Gurupadaswamy, the petroleum minister, dashed to Guwahati to help the state government resolve the crisis.

While in Guwahati, Mr Gurupadaswamy announced that Rs8bn (\$465m) would be invested for the development of oil industry in Assam in the next five years. The announcement of such massive investment for the development of one of the two major industries in the state - the other being tea - should please the ULFA, which believes the central government has discriminated against Assam since independence in 1947.

Meanwhile, ULFA has not responded to the offer from Mr Jain, the planning commission member, that he be held instead of the three kidnapped people.

Mr Jain, who also co-ordinates the development programmes of Assam has told ULFA bluntly that unless the businessmen and professionals from outside the state feel secure in Assam, it will be

impossible to implement the development package.

In fact, because of the ULFA campaign, a large number of non-Assamese have already moved out of Assam. Most of them are coming to Calcutta where real estate prices as a result have risen sharply.

The situation in Assam would not have deteriorated to this extent had Mr Prafulla Mahanta, chief minister and Mr Bhupendra Nath Sarma, minister, not been at loggerheads. ULFA so far has taken full advantage of the in-fighting in the state government.

Indian Prime Minister Vishwanath Pratap Singh returned home yesterday after a four day visit to the Soviet Union aimed at expanding trade and political ties. Reuters reports from New Delhi.

Mr Singh told journalists at Delhi airport, "The visit was very fruitful, politically very successful. We were able to establish one-to-one contact."

Mr Singh held talks with President Gorbachev and Prime Minister Ryzhkov.

Koreans make progress at Panmunjom talks

By John Ridding in Seoul

NORTH and South Korea yesterday signed an agreement for an unprecedented exchange of visits by their prime ministers, but negotiations aimed at arranging a joint independence day rally collapsed.

The prime ministers' meetings, which are planned for September and October, are the highest level contacts to be scheduled between the two Koreas since the division of the peninsula after the Second World War.

But shortly after the agreement was signed, private talks on the joint rally to be staged next month stalled on procedural details.

The North Korean delegation, which would have been the first to visit South Korea since 1985, waited in the border village of Panmunjom amid wrangling over travel arrangements and the venue of the meeting. It later cancelled the proposed talks and returned home from the border crossing point.

The failure of these talks raises a question mark over



South Korean delegate, Mr Song Han Ho, left, and his northern counterpart, Mr Paik Nam Jun, at Panmunjom yesterday.

whether the prime ministers' meetings will go ahead as planned. In comments to the press, Mr Paik Nam Jun, the chief North Korean delegate at yesterday's official talks, appeared to link the prime ministerial talks to progress in arranging the August 15 rally.

According to the agreement, the meetings between Mr Kang

Young Hoon, South Korea's Prime Minister and Mr Yon Hyung Muk, his northern counterpart, would be held in Seoul from September 4 to 7 and in Pyongyang from October 16 to 19.

The two sides will discuss reducing tensions across their highly militarised border and the signing of a formal peace

treaty. "This precious fruit will open a decisive chapter in a road to ending national division and achieving peaceful unification," said Mr Song Han Ho, the South Korean chief delegate.

But while analysts welcomed the agreement as a step towards improved relations, they contained an expression of caution. "It is still possible that the planned talks could break down or be postponed," said one western diplomat who cited the disappointing record of previous negotiations between the two sides.

The contrasting fortunes of yesterday's two sets of negotiations reflect both the pressures on both sides to improve relations and the continuing mutual suspicion and complexities involved in contacts between the two Koreas.

After a five month hiatus in contacts between the two sides, which ended last month, there have been a number of indications of substantial progress. But these have been generally followed by deadlock over details.

Indonesia in warning over Bougainville

By Kevin Brown in Sydney

INDONESIA has urged Australia to increase its A\$50m (\$21.5m) military aid to Papua New Guinea in order to end a secessionist revolt on Bougainville island. Dr John Hewson, leader of the federal opposition, said yesterday.

Dr Hewson said he had been told "quite forcefully" by Gen Benny Murdani, the Indonesian Defence Minister, that there was an urgent need for Australia to do more to stabilise Papua New Guinea.

He said Australia should consider Gen Murdani's concern as a clear warning, given Indonesia's historical concern over Papua New Guinea's border with the Indonesian province of Irian Jaya, where an armed independence movement is active.

"Here you have a major, if not the major, near neighbour of Australia saying to us, 'look you have really got to do more in relation to PNG, and if you do not there is always the risk that others will,'" he said.

Nigeria imposes a foreign exchange bar on companies

By William Keeling in Lagos

THE Nigerian central bank has barred 186 companies from the foreign exchange market. The companies include the Nigerian National Petroleum Corporation, Mobil Oil (Nigeria) and Socar Nigeria.

The bank said the companies had defaulted in the submission of shipping documents, contrary to regulations.

Such documents are necessary for the central bank to verify that the foreign exchange has been used for its declared purpose. The central bank has requested all authorised dealers "to desist with immediate effect from transacting any foreign exchange business including transferring funds in favour of or on behalf of the companies."

Bankers say the central bank is under pressure to enforce regulations in the banking sector, especially in relation to foreign exchange transactions.

A fall in export earnings and a rise in liquidity within the banking system are putting the

naira under growing pressure. In the second quarter of the year, the central bank reduced its allocation of foreign exchange to the market while underlying demand is thought to have increased. The amount offered fell from \$760m (\$417.6m) in the first three months to \$585m from April to June. Demand is estimated to be twice that of supply.

The official exchange rate, which has remained at 7.5 naira to the dollar throughout the first half of the year, is described by bankers as "highly controlled." But many bankers believe it will have to move above eight naira in response to a sudden rise in the parallel market rate. The gap between the official and parallel market rates has widened from 14 per cent to more than 20 per cent in the last three weeks.

The rise in liquidity within the banking system will, if maintained in the third quarter, increase pressure on the exchange rate and on inflation.

Zimbabwe suffers deficit setback

By Julian Borger in Harare

ZIMBABWE'S five-year structural adjustment programme suffered a blow yesterday when Mr Bernard Chidzero, the Finance Minister, admitted that he was unable to cut the size of the budget deficit this year as anticipated.

While it has been the government's stated aim to bring the deficit down to 5 per cent of gross domestic product by 1994, the government's estimated 25 per cent over last year's expected estimate, and will remain at 9 per cent of GDP, due largely to an estimated 25 per cent growth in total spending.

Mr Chidzero, presenting the 1990-91 budget to parliament blamed the increase in spending on the need to clear a two-year backlog of subsidies to parastatals of \$250m (\$12m) requiring total expenditure of \$250m, 40 per cent of which will go to the National Railways of Zimbabwe.

Mr Chidzero emphasised, however, that this would be the government's last injection of support to the parastatals on such a scale, saying that those which were unable to operate efficiently without such subsidies will, in the future, "either be allowed to go out of existence, or be converted into joint ventures."

Mr Chidzero also pointed out that this year's budget has had to accommodate a major salary review and restructuring of the civil service promised during the general elections in March.

After a wave of strikes in the public sector last month, civil servants are thought to have been offered an average of a 20 per cent pay rise.

In return, Mr Chidzero promised to reduce the size of the country's bureaucracy over the next few years by freezing posts as they fell vacant and by introducing incentives for early retirement.

The finance minister went on to announce the withdrawal of the state's commitment to free primary education for all. He said the government, beginning in the 1991 school year, would "take steps to recover costs through the introduction of manageable school fees," based partly on the ability to pay.

Despite the increase in budgeted expenditures, Mr Chidzero maintained his commitment to supply-side taxation measures.

He will the company tax rate from 50 per cent to 45 per cent, beginning April 1 1991, and raise the income tax threshold from \$23,000 to \$25,000, while top marginal rates will apply to those earning above \$245,000, \$25,000 higher than the present level.

The government has outlined its new land policy, aimed at redistributing ownership towards black farmers.

Agriculture Minister, Mr Witness Mangwende, said earlier this week that both the constitution and the Land Acquisition Act would be amended through the introduction of appropriate laws with compensation only in local currency.

The government would be able to control the price of agricultural land, and to stipulate minimum and maximum farm sizes.

A tax on underutilised land would also be introduced, and land purchase by foreigners would be made illegal. Legislation will, Mr Mangwende said, be drawn up to outlaw the ownership of more than one farm by an individual.

Under the British- brokered Lancaster House agreement, which brought Zimbabwe independence in 1980, the state could only acquire land on a "willing seller willing buyer" basis, with compensation being determined by market prices and paid, on request, in foreign currency.

Lancaster House expired in April, and President Robert Mugabe campaigned for general elections earlier this year on the slogan "land to the people now."

Explosion kills 25 in west Beirut

A SYRIAN army petrol tanker carrying 30,000 litres of benzene exploded after careening off the main Damascus-Beirut highway into a hotel in the Lebanese market town of Chabrouh early yesterday, killing 15 and wounding 25 other people, Lara Marlowe writes from west Beirut.

Chabrouh residents said that earlier 15 were wounded. The truck was travelling from Damascus to supply Syrian troops in Beirut. The explosion sent a fireball through the Kasout Hotel, which was completely gutted.

The owner of the hotel, Dr Tony Kassouf, a prominent local figure, his brother and mother were among the dead.

AMERICAN NEWS

Brazil sells domestic gold to combat inflation

By Christina Lamb in Rio de Janeiro

BRAZIL'S Central Bank is intervening heavily in the domestic gold market in an unprecedented effort to manage the dollar-cruzeiro exchange rate and so bolster the government's economic stabilisation programme.

In the past four months, the government has sold to domestic buyers more than 150 tonnes of gold. Dollars thus realised have helped narrow the gap between the official floating exchange rate for the dollar and its parallel market rate from more than 100 per cent to 24 per cent.

The parallel dollar rate has long been the benchmark of private sector confidence. The Central Bank believes that, if it can continue to force this rate down for the next two months, then people will stop resorting to the dollar as a hedge.

The large turnover has been possible because much gold came onto the market in

March when, as a result of the government freezing assets, people began to sell gold to raise cash. Last year, the Central Bank's reserves stood at 128 tonnes while a further 200 to 300 tonnes were sold at a profit to individuals as a hedge against inflation. Expected domestic production this year is 96 tonnes.

According to Dr Dasso Coimbra, deputy director of the bank's gold department, gross gold sales between February and the operation began, and the third week in June had reached 146.9 tonnes. Each month it has risen and Mr Ines Rodriguez, Central Bank director of international operations, said the bank's activity would increase in August and September "to maintain stability in the exchange rate".

Dr Antonio Socchaczewski, Central Bank director of exchange, claims, however, that the bank's net sales only

amounted to 54 tonnes. This was because the rest was bought back at the parallel price of the dollar, which had fallen like that of gold.

Mr Ricardo Eichenwald, director of RTZ in Brazil, said the gold market was "becoming scared" by the bank's intervention. "The market and the bank have different objectives. The market looks to gold as an investment and an asset, but the bank sees it as an instrument to manipulate dollar prices and control the flow of the parallel market in a very simple way."

Mr Rodriguez defended the bank's aggressive behaviour: "The Brazilian mentality is that it is much easier to gain money from speculation and non-productive operations. We are trying to change this but, because the culture is resisting the idea, we are having to intervene and make sure the dollar is not worth buying."

Collor vetoes law to index pay rises

By Christina Lamb

PRESIDENT Fernando Collor of Brazil yesterday vetoed a law passed by Congress to re-introduce indexation of wage rises to inflation, provoking fears of an upsurge in labour unrest.

The Collor administration insists that the unimpeding of pay and prices is fundamental to the success of its radical economic adjustment programme. For two months, the government has been battling with Congress and the courts to introduce free collective wage bargaining.

The government promised a one-off bonus to those earning less than the equivalent of \$250 per month, as a compromise and as compensation for inflation now at 12 per cent a month. The government has not yet decided how big the bonuses would be or when they would come.

The veto yesterday is likely to be challenged in court as unconstitutional. It is also likely to provoke further action from unions demanding wage increases of 166 per cent.

The Ford car plant has been paralysed by a strike for 46 days and was attacked by workers on Wednesday night for the second time in a week. Workers at the state National Steel Company (CSN) this week voted to continue a 17-day strike and to step up protests by blocking a nearby motorway.

Police have been sent to protect the Ford plant but the government has not intervened in the CSN strike. The union is a candidate for privatisation.

Latin America investment prospect 'good'

PROSPECTS for an increase in foreign direct investment in Latin America are good, following years of weakness, says a report published today by the Institute of International Finance, writes Stephen Fidler, EuroMarkets Correspondent.

However, while the rate of return from direct investment in Latin America has almost doubled in recent years, having risen from 6.6 per cent in 1984 to 12.5 per cent in 1988, it continues to lag behind that of other developing regions, where returns averaged 33 per cent in 1988.

Projections made by the Institute, a Washington-based research group established by commercial banks in 1983 to study the risks of lending to developing countries, suggest that foreign direct investment in the 10 main Latin American countries could rise to \$9bn this year, from an estimated \$6.6bn last year.

Foreign direct investment over the last 10 years peaked in 1988 at \$1.1bn, falling in 1989 largely because Mexico suspended its debt-for-equity swaps programme. For most of the decade, though, it was running at an annual \$3bn to \$4bn. The Institute projects 1991 investment at \$8.9bn.

The projected increases arise because of the outlook for improved economic policies in the region and extensive use of debt-equity swaps in privatisations in Argentina, Brazil and Mexico. The picture would be jeopardised in the absence of durable macroeconomic stability and of rapid structural reforms.

The figures - which include equity, reinvestment and debt-equity swap flows - show investment in Argentina reaching \$2.9bn this year and \$2bn next year, from \$1bn in 1988. Investment in Brazil is seen rising from \$800m last year to \$1.5bn this

year and \$1.8bn next. In Mexico, it should rise to \$2.85bn and then \$3.25bn, compared with \$2.24bn last year. But the Mexican total could increase to \$4bn in 1991 if foreign investment in commercial bank privatisations is included. These are expected to begin this year.

Direct investment, although of increasing importance because other flows of international funds for Latin America have dried up, "is not a substitute for other forms of international capital," the report says. It would not finance infrastructure development, nor trade finance needed and would be of secondary importance in establishing domestic companies. *Fostering Foreign Direct Investment in Latin America*, Institute of International Finance, 2000 Pennsylvania Avenue NW, Washington DC 20006; tel: 202-357-3600.

Call goes out to tax the foreigners

Peter Riddell on US moves against 'inadequate' payments by subsidiaries

THE DEMAND going around Capitol Hill these days is: "Tax the foreigners."

Whatever else emerges from the budget negotiations, action to increase the taxes paid in the US by subsidiaries of foreign-owned companies is virtually certain.

Charges about the allegedly inadequate level of such tax payments have recently grown in frequency. Hearings of the oversight subcommittee of the House Ways and Means Committee have focused on companies engaged in the car, motorcycle and electronics equipment distributor industries. This is a barely coded reference to Japan and South Korea since three-quarters of the companies investigated were controlled by Pacific Rim multinationals.

These inquiries reflect underlying worries about the rapid growth of foreign investment in the US, and offer an apparently politically painless way of raising tax revenue. One Senate committee staffer reports a dramatic increase in interest from the moment that President George Bush dropped his "no new taxes" pledge.

The charge is that foreign-owned corporations pay relatively less tax than domestic US companies. The Internal Revenue Service (IRS) says the data for 1983-87 "clearly demonstrates that such corporations may be substantially understating their US income tax liability."

The rate of return on assets of foreign-owned corporations was less than a quarter that of US-controlled domestic corporations over this period, while net income as a percentage of total receipts was less than a fifth. The contrast was greatest in finance and insurance.

This data has been challenged by foreign investors. Comparisons are significantly influenced by the sharp fall in the value of the dollar in 1986, large depreciation and amortisation deductions associated with start-up costs and high

owned subsidiaries are distributors rather than manufacturers and have low returns on sales. It is not just, or merely, a matter of Japanese and other multinationals engaging in transfer pricing to understate their US profits.

Even so, the weight of evidence received by the Ways and Means Committee is that more than half the companies investigated paid little or no federal income tax and most of

Rate of return on assets in US (%)			
Year	US companies	Foreign-controlled companies	
1981	2.2	1.4	
1982	1.3	0.3	
1983	1.5	0.3	
1984	1.9	0.8	
1985	1.7	0.5	
1986	1.7	-0.2	
1987	1.9	0.8	

Source: Internal Revenue Service

levels of debt.

A study commissioned by the Organisation for Fair Treatment of International Investment, a group backed by ICI and other foreign investors, argued that in the 1983-87 period foreign-controlled US corporations paid on average a slightly higher effective US tax rate than all other corporations as measured as a percentage of assets, net worth or positive net income.

These are murky waters. There are a multitude of reasons why relative returns might vary, such as the age of an investment and varying capital structures, as well as the fact that many foreign-

the 36 companies "engaged in questionable transfer pricing practices".

Many foreign-controlled subsidiaries are claiming excessive insurance, interest and freight costs. One electronics company (apparently a well-known Japanese group) was described by IRS agents as a "very aggressive and egregious taxpayer" since it reported just \$15m in tax liabilities over seven years on gross receipts of \$15bn.

These charges - notably allegations about specific cases made in closed session - were set up by the committee members. There are varying estimates of the total tax revenue lost - from \$13bn to \$26bn

in 1987 with a cumulative backlog ranging up to \$300bn.

It is not surprising that Congress has been receptive to well-timed IRS requests for more money and staff.

Only the US Treasury has expressed some caution, arguing that intensified audit and new compliance efforts enacted last year should produce positive results and be given adequate time to work before introduction of major new initiatives.

The Treasury has warned that any actions "must withstand the test of fairness and must adhere to international standards if US businesses are to continue to enjoy the benefits of co-operative relationships between the fiscal authorities of other countries". Foreign governments and investors face a dilemma. Protests of innocence and complaints about burdensome reporting demands do not carry much conviction when some companies, if only a minority, are apparently guilty of transfer pricing. It is also not just a US problem: a study is circulating in Capitol Hill of similar alleged Japanese practices in another country.

Moreover, the IRS has acknowledged that it has faced "significant transfer pricing issues involving US-based multinationals" which are understating their tax liabilities. There is an obvious need for a more co-ordinated international response, but that is unlikely to be enough to head off unilateral US action this year to increase the taxes paid by foreign investors.

Salvador peace talks progress

By Tim Coone in Managua

A BREAKTHROUGH came yesterday in the deadlocked El Salvador peace talks, raising hopes of a September ceasefire between the government and the left-wing FMLN guerrillas.

After six days of difficult negotiations in Costa Rica, the two sides agreed on the creation of a UN human rights verification mission in El Salvador, which will have broad powers of investigation. The mission will be established once a ceasefire has taken effect.

A September ceasefire has

been the principal aim of the latest series of peace talks, initiated in January in Geneva.

The thorny issue of a shake-up of the Salvadoran armed forces, which the FMLN has insisted on so as to remove army officers believed to be linked to human rights violations, has been left for future talks.

The FMLN clearly hopes that the creation of the UN mission will greatly strengthen its negotiating position. The agreement also commits the right-wing government of

President Alfredo Cristiani to refrain from the death squads, to end arbitrary arrests, and to respect the basic rights of habeas corpus, freedom of expression and freedom of association.

Mr Shafiq Bhandal, leader of the FMLN delegation, said: "This is an important advance, but should not be overrated. The important thing is that the agreement be complied with."

The next round of talks - vital for establishing a ceasefire - is to be held in San José, Costa Rica, on August 17-22.

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Son of pro-Menem Argentine union boss murdered

By Gary Mead in Buenos Aires

THE SON of an influential Argentine trade union leader and friend of President Carlos Menem has been found murdered, 19 days after he was kidnapped, Mr Julio Mera Figueroa, Interior Minister said.

Police discovered the body of Mr Guillermo Ibáñez, 29, in the seaside resort of Mar del Plata, 250 miles south of the capital. Mr Diego Ibáñez, brother of the victim, is one of Argentina's foremost union leaders,

having been for many years secretary-general of the United Oilworkers' Union (SUPE).

There are strong suspicions that the kidnapping and murder were politically motivated.

Mr Ibáñez senior has lately curtailed his early resistance to President Carlos Menem's plans to privatise Argentina's oil reserves and, eventually, Yacimientos Petroquímicos (YPF), the state-owned oil company which controls the

bulk of Argentina's oil exploration and exploitation.

SUPE's strength will drastically diminish if that happens. Most of SUPE's 50,000 members are employed by YPF.

Insiders have frequently alleged that Mr Ibáñez has had powerful influence over YPF's key managerial appointments. Police have detained two men suspected of involvement in the killing, one a distant relative of the victim. The union

has declared a 24-hour strike in protest at the murder.

The union leader was arrested in 1978 for trying to board a domestic flight while illegally armed with two handguns.

After four years in jail, Mr Ibáñez regained control of SUPE in 1982. Some of his sentences were served alongside Mr Carlos Menem, also detained by the military dictatorship of the time.

WORLD TRADE NEWS

Moscow calls for western loans

By David Marsh in Bonn

MR LEONID ABALEIN, the Soviet Union's chief economic reform strategist, yesterday advised other governments to follow West Germany's lead by providing loans to reduce Moscow's arrears to western companies.

Delivering a no-holds-barred view of the Soviet Union's economic reform prospects, Mr Abalein told a press conference that Bonn's recent guarantee of a \$150bn (\$9bn) bank credit was a "good example" to other industrialised nations.

"Why shouldn't they (other governments) act, if they want to support our reform efforts?" he said. Most of the \$150bn credit is to be used to clear up the Soviet Union's payments backlog vis-à-vis West German suppliers.

This approach towards arrears, which Mr Abalein

termed as "far-sighted and politically sensible" on the part of Chancellor Helmut Kohl, should be followed by other countries too, he said.

Mr Abalein, who is visiting West Germany for talks with the Government and industrial and economic organisations stressed that efforts to bring in a market economy in the Soviet union were bound to bring social problems. "There will be difficulties before us."

"It would be an illusion to think that there is a simple way without pain," he said. However, the government would be making an effort to mitigate social hardships for "dozens of millions" of people in the most vulnerable categories, including pensioners, invalids, families with many children and young people undergoing training, he said.

US orders UK cordless telephones

A UK company has won an order to test a cordless telephone system in the US which could open up a large export market, it was announced yesterday, PA reports from London.

GPT, the telecommunications company formed by GEC and Elexsys, said Bell Atlantic Mobile Systems had placed a \$200,000 order to test a system in Philadelphia. It could lead to an export market for British telecommunications technology worth up to \$25m by 1996.

The US trials will begin in January and involve the telephone application of CT2, the latest generation of equipment developed in the UK.

Bell Atlantic Mobile Systems is a division of Bell Atlantic, one of the regional Bell operating companies in the US.

Glaxo Holdings of the UK is investing about \$20m to work with Glaxo Sciences, a California-based pharmaceutical company, on molecular genetics and pharmaceuticals development.

Glaxo will take a minority shareholding in Glaxo and undertake an initial five-year research programme into new medicines for cancer.

IMF leads Moscow delegation

By Peter Riddell, US Editor in Washington

Mr Michel Camdessus, the managing director of the International Monetary Fund, arrived in Moscow yesterday for three days of talks about the state of the Soviet economy, initiated two weeks ago at the Houston summit of the Group of Seven industrialised countries.

The study into the Soviet economy's problems and needs involves the IMF, the World Bank, the Organisation for Economic Co-operation and Development, and Mr Jacques Attali, the designated president of the European Bank for Reconstruction and Development.

The Soviet Union is not a member of either the IMF or the World Bank, but a number of senior officials of both bodies have been looking at its economic problems.

The Houston communiqué said the study should make recommendations for the reform of the Soviet economy and "establish the criteria under which western economic assistance could effectively support these reforms."

Poland may reduce exports to Soviet Union

By Christopher Bobinski in Warsaw

POLAND will consider cutting deliveries of raw materials to the Soviet Union if present shortages in supplies of Soviet oil are not made up later this year, Mr Dariusz Ledwoński, a deputy foreign trade minister has told the Rzeczpospolita daily newspaper.

The statement came as Poland sees further cuts in Soviet oil deliveries. Total deliveries this year should reach 12m tonnes.

In the first six months of this year, the Moscow delivered 5m tonnes of oil, 23 per cent less than contracted and a fifth below last year's deliveries in the same period.

At the same time purchases from hard currency suppliers at 1m tonnes ran 20 per cent below last year's levels. However Poland this year is expecting 1m tonnes of oil deliveries from Iraq, arranged as repayment of earlier loans to that country.

Mr Slavomir Stracar, Czechoslovak Foreign Trade Minister, said yesterday his talks with Soviet authorities on future oil supplies to Czechoslovakia have failed, AP reports from Prague.

Soviet supplies of crude oil are expected to be 2.6m tons short of the total of 16.6m tons scheduled to be supplied by Czechoslovakia this year.

Czechoslovakia, which is fully dependent on Soviet oil supplies, raised petrol prices by 50 per cent last week to cope with the shortages.

Mr Stracar, who returned from Moscow yesterday, said that Czechoslovakia demanded a minimum of 40,000 tons of oil per day to keep its oil processing industry going.

He said he also negotiated on ways to convert Czechoslovak assets in the Soviet Union into convertible currencies once Comecon introduces accounting in hard currencies from January 1991.

The Soviet Union owes Czechoslovakia \$25bn, a debt likely to increase by another \$500m this year, officials said.

In the past, Czechoslovakia exported most of its engineering products to the Soviet Union in return for oil supplies.

Too little this week - but not yet too late

Peter Montagnon and William Dullforce assess four days of multilateral trade talks

FOUR days of top-level talks in Geneva designed to revitalise the Uruguay Round of multilateral trade negotiations left things on a knife-edge, according to one senior diplomat.

"Few delegates realise the enormous amount of work to be done and how desperately short we are of time," he added. The only significant breakthrough this week has been a clear statement by the European Community that it is now ready, after 3½ years of procrastination, to begin serious negotiation on world farm reform.

Apart from that, leading officials spent much of the week organising a strict timetable for the remaining 15 working weeks of the Round. Even this, although regarded as an achievement by seasoned trade officials, has aroused considerable scepticism among many delegates who doubt governments' ability to meet it.

Top US and EC officials began by agreeing on Sunday in the shady garden of Mr David Hawes, Australia's ambassador to the General Agreement on Tariffs and Trade, to break their deadlock over how to proceed with the farm talks.

This understanding opened the way for agreement in the agricultural group that all countries should submit by October 1 detailed lists of all their current farm support measures as a prelude to negotiation on scaling them down.

But the US and EC have not budged from their basic positions. Washington is still calling for specific policy commitments in the three separate areas of domestic support,

COUNTDOWN TO THE END OF THE URUGUAY ROUND: Last week August: Individual negotiating groups reconvene. October 1: Deadline for participants to file details of their farm supports.

First week October: Chairmen of negotiating groups to make progress reports to Gatt director-general.

October 8: Work starts on drafting final agreements. Senior officials responsible for the overall conduct of negotiations "must, from then on, be in Geneva with full power to negotiate".

October 15: Offers must be in place for market access (tariff cuts, lowering non-tariff barriers, natural resource-based products, tropical products); also deadline for offers to cut farm supports and for compromises on rules of origin and pre-shipment inspection as well as proposals for rolling back protection.

November 23: Complete outline agreement to be ready and translated into Gatt's three official languages (English, French, Spanish).

December 3: Trade Ministers meet in Brussels to finalise the agreement.

import barriers and export subsidies. The EC insists that cuts should be governed by an overall mathematical formula, the aggregate measure of support, which would allow policy flexibility in implementing them and prevent export subsidies being singled out.

To avoid opening the floodgates to bitter row between participants, the two powers deliberately suppressed further discussion on agriculture or on any of the deep divisions among Gatt members on other outstanding issues.

This tactic, which aroused frustration and resentment among the bulk of other participating countries, leaves the Round still vulnerable in several crucial areas.

These include not only textiles, where there is still no agreement on how to phase-out the much-despised Multi-Fibre Arrangement.

Temperatures have also flared on measures against dumping -

The tabling of progress reports this week by the chairmen of all the individual negotiating groups - albeit in some cases merely exposing divergences and unresolved choices for future action - has at least signalled clearly where problems remain and the linkages between them.

This complex web of linkages is going to become increasingly important in the next few months, as governments seek to evaluate the benefits they gain against the concessions they must make to achieve a successful outcome.

Under the timetable he established yesterday, Mr Arthur Dunkel, Gatt director-general, also wants to accelerate the lagging negotiation on all agenda items that come under the heading known as market access.

Devises items include reductions in tariffs, the lowering of non-tariff barriers, new rules for natural resource-based goods such as timber and mined products, as well as the removal of restrictions on tropical products ranging from bananas to rubber.

One of the surprises this week has been a complaint by Mr Julius Katz, deputy US Trade Representative, that offers of tariff cuts have been running at less than half the 33 per cent target.

Tensions rose following his remarks which included a threat to leave out in the cold countries which were not ready to negotiate seriously. Developing countries took particular offence at this remark because of Washington's own continuing prevarication on

continuing prevarication on preparing the tariff-cut

offers is also a gargantuan task because they cover thousands of individual items. The deadline of October 15 imposes a crushing burden on the administrative capacity of smaller developing countries and this alone is a reason why some have called the timetable unrealistic.

But the big industrial countries have demonstrated their determination this week to try for the maximum possible level of agreement before the Brussels meeting.

One danger is that they will reach decisions among themselves without adequately consulting important developing countries which are being asked to open their markets to a range of sensitive political decisions of their own until it is too late.

Concentrating minds from now on, however, is the realisation that the timetable agreed this week holds out the last chance of success for the most ambitious round of trade negotiations ever undertaken.

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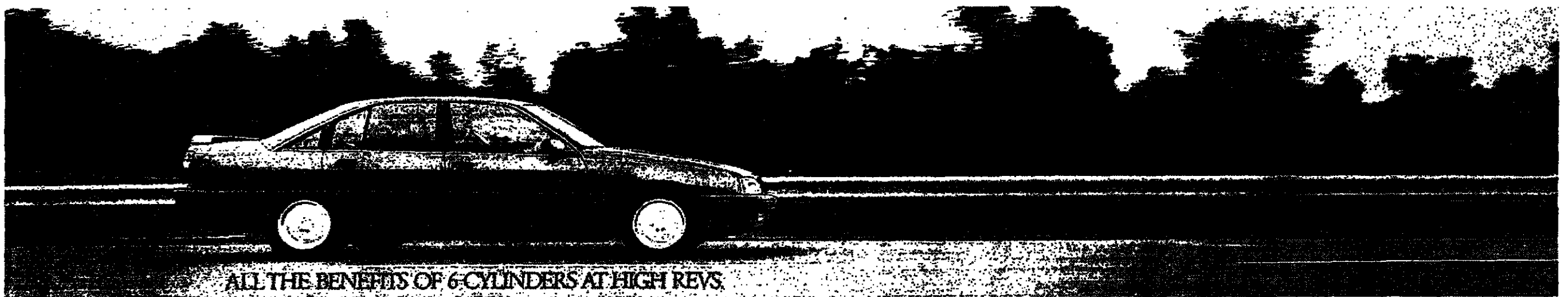
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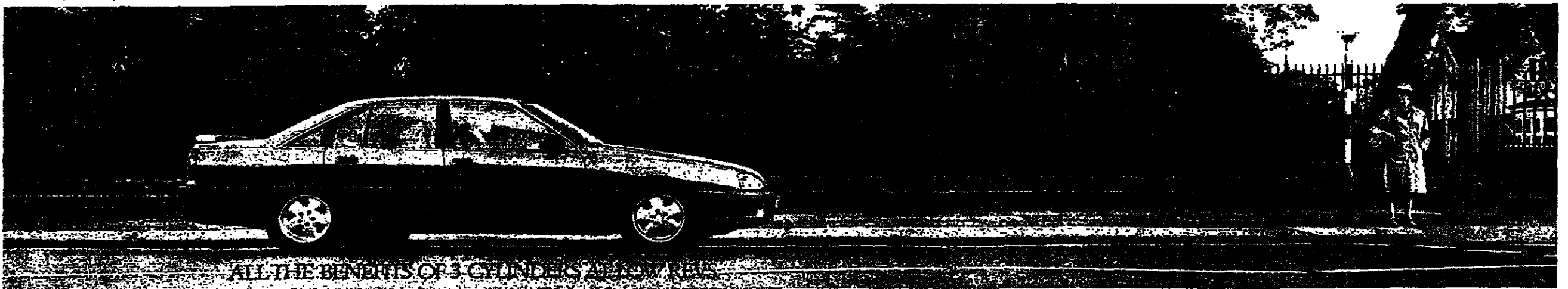
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UK NEWS

Accounting standards body makes final reports

By David Watler

THE Accounting Standards Committee yesterday celebrated the end of its 20 years as arbiter of financial reporting in the UK by publishing two new exposure drafts.

At the same time it virtually admitted defeat on its draft rules on accounting for goodwill — the difference between the price paid for a company and its net tangible assets, subject to a so-called fair value adjustment.

The first of the new exposure drafts, ED 53, is designed to curb accounting abuses which arise after companies make acquisitions. It spells out precisely how companies should make their fair value adjustments and under what circumstances they ought to be able to set up reorganisation provisions — a controversial practice.

The second, ED 54, would require companies to publish cash flow statements — spelling out precisely what cash has come in during the year, and where it has gone — rather than funds statements as at present. "Funds" encompass stock and debtors and the picture can sometimes be confused.

These recommendations demonstrate the productivity of the ASC in the months before it is replaced at the end of July by the Financial Reporting Council, a new standards-setting body with far greater teeth than its predecessor. The ASC has spent its twilight months busily producing exposure drafts, none more controversial than ED47 on accounting for goodwill.

Mr. Michael Renshall, the ASC's chairman, disclosed yesterday that the response to the goodwill proposals — which urged that goodwill should be written off against profits rather than reserves — was overwhelmingly negative. Of the 100 or so formal responses received to date, only a handful expressed approval for the ASC's recommendations.

National Union of Mineworkers faces fraud investigation over use of donations



NUM officials (left to right) Henry Richardson, Gordon Butler, George Reese and Idwal Morgan flank their legal advisor Bruce Brodie (centre) in London yesterday as he announces the next stage in the union's legal campaign

Soviet claims lead to union inquiry

By Michael Smith and Robert Rice

A COMPLAINT by a Soviet miners' leader about the financial affairs of the National Union of Mineworkers has initiated Fraud Squad inquiries. It was disclosed yesterday. At the same time, the High Court in London agreed to suspend for three months legal action brought by the union against Mr. Arthur Scargill, its president.

At the High Court it also emerged the NUM is pressing the International Miners' Organisation to return or account for at least £3m which it believes belongs to the union.

The NUM, represented by Henry Richardson, Mr. Gordon Butler, Mr. George Reese and Mr. Idwal Morgan — a four-man team of officials from the national executive — maintains that the money, which has been frozen in bank accounts in Dublin and Geneva since last week, was donated by Soviet and Eastern bloc miners during the pit strike for the sole use of British miners. The IMO and Mr. Scargill say the money belongs to the IMO and

was intended for miners' unions across the world.

The complaint by the Soviet miner is one of two being investigated by the Fraud Squad about alleged financial irregularities at the NUM. The Fraud Squad said it had asked police officers to interview the complainants before deciding whether to launch a full investigation.

It would not reveal the identities of the complainants. However, Soviet Labour Review, a weekly newsletter based in London, said Mr. Sergei Massalovitch, a Soviet miner, wrote to the Fraud Squad two weeks ago about Mr. Scargill's handling of £1.4m collected by eastern European unions during the 1984-85 pit strike.

Mr. Massalovitch is a member of the Vorikuta city strike committee created as a breakaway from the state-run mining union last year. He made his allegation against Mr. Scargill at the end of a visit to Britain during which time he visited the annual conference of the Union of Democratic

Mineworkers, the rival to the NUM.

Mr. Massalovitch said he was acting independently as a miner who had contributed a miner's pay to the British miners. "I am very annoyed the money did not reach them. I want to find out what happened to that money."

In the High Court, the NUM's claim related to money which passed through the hands of four men — Mr. Scargill, Mr. Peter Heathfield, union secretary, Mr. Alain Simon, IMO general secretary, and Mr. Norman West, a Labour member of the European Parliament — during the 1984-85 pits strike.

Mr. Michael Briggs, for the NUM, said total monies and interest amounted to more than £3m, although a "substantial amount had been paid for the benefit of the NUM already." This is thought to amount to several hundred thousand pounds.

The largest amount is a £1.4m contribution by Soviet and other East European miners but a "substantial part con-

sists of cash contributions to trusts run by Mr. Scargill and Mr. Heathfield."

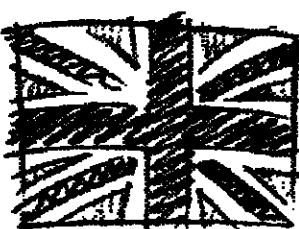
Mr. Briggs said the NUM hoped the suspension would create the atmosphere for an out of court settlement following assurances from Mr. Alain Simon, IMO general secretary, that he would not move the disputed funds and would provide a "full and frank interchange of information" with the NUM.

Prior to an IMO-NUM meeting in Paris on Tuesday Mr. Simon had refused to offer any information about the money.

During the next few weeks four members of the 14-man NUM executive will visit Paris in an attempt to settle the dispute. Mr. Henry Richardson, one of the four-man NUM committee co-ordinating the union's campaign to recover IMO money, said he was confident the issue could be resolved through negotiation.

Speaking yesterday outside NUM headquarters in Sheffield, Mr. Scargill said: "We have done nothing wrong and we have nothing to hide."

BRITAIN IN BRIEF



Spanish boats given clearance

The House of Lords yesterday cleared the way for more than 50 Spanish-owned fishing vessels to resume fishing against the British quota.

The Lords granted a formal order to the Spanish owners of 53 named vessels restraining Mr. Cecil Parkinson, the Transport Secretary from "withholding or withdrawing" their registration in the Register of British Fishing Vessels under the 1988 Merchant Shipping Regulations.

The order will remain in force until a final ruling by the European Court — not expected until early next year — on the Spaniards' legal challenge to new domicile and residence conditions introduced by the 1988 Regulations in a bid to protect the interests of the home fleet.

Loans to fund rail safety

British Rail will have to borrow the money it needs to pay for safety measures recommended by the Hadden Report into the Clapham Junction railway accident, the Government announced yesterday.

Mr. Cecil Parkinson, Transport Secretary, said the BR's external financing limit — the total amount a nationalised industry is allowed to receive in grants and loans in a financial year — would rise from the £846m announced last November to £700m.

After taking into account a £38m overspend in the

previous year and £10m worth of other adjustments, the decision means BR will be allowed to borrow £102m more than would otherwise have been possible.

100 face riot charges

More than 100 people may face charges, including murder and riot, in connection with the Strangeways prison riot within the next month said Chief Superintendent Arnold Beales, at a news conference in Manchester.

Exact charges are still under consideration but could include murder, conspiracy to murder and riot, grievous bodily harm, riot, arson and criminal damage, he said. A prisoner and a prison officer died after the riot.

UK shipping company sale

Furness Withy, the UK shipping company owned by the Tug shipping concern of Hong Kong, is to be bought by Hamburg Süd, a West German shipping operation, for an undisclosed price. Hamburg Süd said yesterday that it was holding detailed talks with Orient Overseas (International) to buy the company, which has interests in container, gas, and bulk cargo shipping.

Ulster talks effort delayed

Efforts by Mr. Peter Brooke, the Ulster Secretary, to reach agreement on starting of all-party talks on the future of Northern Ireland have been put on ice until after the summer holiday period.

In a Commons written reply, Mr. Brooke said: "After the holiday period, when all the main potential participants should again be available, I intend to resume my efforts to resolve the outstanding issues."

For that purpose I plan to hold further meetings with the political parties, and with representatives of the Irish government in September."



Mr. Brooke

New car sales likely to fall

This year's fall in UK new car sales is likely to be steeper than previously forecast because interest rate cuts have failed to materialise, a senior motor industry figure warned yesterday.

Mr. Derek Barron, chairman of Ford of Britain and president of the Society of Motor Manufacturers and Traders, also said that the industry's profitability would be hit this year as a result of many millions of pounds being poured by manufacturers into incentives to prop up the flagging market.

But it was better to have such incentives, and keep production lines full, than for



Mr. Barron

DAI-ICHI KANGYO BANK

DKB ECONOMIC REPORT

July 1990: Vol. 20, No. 7

Continuing Confidence in Economic Buoyancy in Japan

Japan's real gross national product (GNP) for the first quarter of 1990 registered a high growth of 2.6% from the previous quarter, or 10.4% on an annualized real-term basis.

The Japanese economy has since continued its expansion as can be seen from the prevailing optimistic business sentiment among companies. According to the Bank of Japan's "Tankan" — short-term economic survey of principal enterprises — conducted in May, the business outlook judgement indexes of both the manufacturing and non-manufacturing sectors showed only marginal differences from the preceding survey in February. There was a slight percentage drop in the number of companies reporting that their business outlook was favorable, despite the yen's further depreciation against the U.S. dollar and higher interest rates.

The diffusion index covering the views of major manufacturers on the supply/demand balance of finished goods showed a slight oversupply, while the index on their inventory levels indicated a slight excess in inventories. The changes in these indexes have been inconspicuous since last fall which can be interpreted as there being little concern for excess inventories (see table).

Economic Expansion supported by Personal Consumption and Capital Investment

The sustained strength of the economy is being bolstered by strong consumer spending and private investment in plant and equipment.

The sales in large-scale retail stores in March-April posted a remarkable 5.8% (3.0% for real sales) year-to-year gain. Family income and expenditure survey shows that real consumption expenditures by workers' households have been recovering since the latter half of last year.

Consumer spending is likely to remain firm in the coming months. This is because the rates of increase in wages, agreed in the spring labor-management negotiations (Shunto), and summer bonus payments were higher than those

Business Outlook and Capital Investment Environment Remain Favorable

Survey year/month	1989	5	8	11	20/2	5	9 (Forecast)
Business Outlook D.I.							
Manufacturing	52	55	55	53	52	48	46
Non-manufacturing	47	50	51	52	49	48	48
Supply/Demand Situation D.I.							
Goods supply/demand	A2	3	2	A1	A2	A2	A2
Goods inventory level	A1	A5	A5	1	2	4	3
Employment D.I.							
Manufacturing	A2	A6	A7	A13	A17	A15	A14
Non-manufacturing	A5	A9	A10	A15	A20	A17	A21
Year/month-and	89/3	6	9	12	90/3	6	9 (Forecast)
Liquidity Ratio (month)							
Manufacturing	2.59	2.60	2.68	2.57	2.70	2.48	2.55
Non-manufacturing	1.38	1.53	1.44	1.62	1.59	1.86	1.84
Capital Investment Projection (all industries)							
1989 First-half	13.8						
90 First-half		13.7 (17.5)					
90 First-half (Forecast)			21.2 (15.8)				
90 Second-half (Forecast)				6.0 (A0.3)			

(Notes) 1. A diffusion index (D.I.) is the difference between the percentage share of the number of respondents choosing one of two situations minus those choosing the contrary e.g. "favorable" minus "unfavorable," "excess" minus "insufficient" etc.
2. Business Outlook D.I. is "favorable" minus "unfavorable."
3. Goods supply/demand D.I. is "excess demand" minus "oversupply."
4. Goods inventory level D.I. is "excess inventory" minus "shortage."
5. Employment D.I. is "overemployment" minus "labor shortage."
6. Liquidity Ratio is (cash and deposits + short-term securities holdings)/monthly average sales.
7. Capital Investment Projections are year-to-year percentage changes. Financial institutions are included. The figures in () are those of the February Tankan survey.

(Source) Bank of Japan

in the previous year, added to the disappearance of the consumption tax effect on the price rises on year-to-year basis.

For capital expenditures, the May Tankan survey shows that "survival type" equipment investments such as further streamlining and labor-saving operations and new product development have been increasing. Moreover, investment projections for fiscal 1990 have been revised upward in almost all industrial sectors, indicating persistently positive investment intentions (table).

In the background are the acute labor shortage and high liquidity levels of business corporations.

Underlying Inflation Rates Heading Upward

Amid the economic expansion, however, it is evident that inflationary pressure has been steadily mounting. The average year-to-year rise of con-

sumer prices in the center of Tokyo (within the 23 wards) in April-May was 2.8%, representing a slowdown from 3.5% in March. This resulted largely from the disappearance of the effect of the consumption tax. In comparison with the 1.5% rise in January-March 1989, before the enforcement of the consumption tax—the April-May rise represents a high growth although it is partly affected by a rise in fresh product prices. When the underlying inflation rate* is computed on year-to-year basis, the rate has risen by nearly 1 percentage point within one year.

There is therefore a risk of inflationary pressure weighing down the Japanese economy, although it is not clearly felt because of higher household income.

The increase in the underlying inflation rate will likely last for some time. This is because the severe labor shortage which, together with the tightening

goods situation, is pushing up the current underlying inflation rate, seems to persist even if the tight supply/demand situation for goods were to ease. At the same time, demand growth for services, in which cost increases tend to be easily reflected in prices, is likely to resist slowing even under a tight monetary policy.

With the economic expansion continuing and concern over a rapid decline in the yen's value fading, the Japanese economy now appears to be in good shape. However, a vigilance should be maintained because the sustained strength of the economy may lead to a higher inflation rate.

* The "underlying" inflation rate represents the combined inflation rate of general goods (industrial products and publications accounting for approximately 40% of the price index) and services (excluding public services, accounting for about 40%).

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Tokyo, Japan

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MINISTRY OF INDUSTRIES, SCIENCE & TECHNOLOGY
GOVERNMENT OF SRI LANKA

Invitation for Purchase of Shares.

The Government's policy on people-isation of publicly owned enterprises involves the conversion of Public Corporations to Public Companies and the transfer of shares of the companies to the public. Ten percent of the shares will be reserved for the workers of the company. Where acquisition of technological expertise and export markets is considered important the Government will consider sale of a part of their remaining 90 percent of shares to local or foreign firms who possess the required expertise, and thereafter, the sale of the other shares to the public.

Established companies in the fields of manufacture of tyres, leather products, plywood and hardware are hereby invited to submit offers for purchase of a tranche of shares of the following Public Industrial Corporations which will be converted to Public Companies.

- Sri Lanka Tyre Corporation which operates a factory manufacturing vehicle tyres and tubes at Kelaniya.
- Ceylon Leather Products Corporation which operates three factories - a Tannery and a Shoe factory at Mattakkuliya and a Leather Goods factory at Ekala.
- Ceylon Plywoods Corporation which operates an integrated wood manufacturing complex at Salawa, Kosgama and a Plywood factory at Gintota.
- Ceylon State Hardware Corporation which operates a Hardware factory at Yakkalam manufacturing agricultural implements, builder's hardware etc., and a Cast Iron Foundry (now closed) at Enderamulla.

Preference will be given to proposals with a definite commitment to future investment during the next five years. A prospective investor may make offers for the purchase of tranches of shares representing varying degrees of ownership. Proposals should be submitted under confidential cover together with the following documents:-

1. Company Profile
2. Audited Financial Statements for the last two years
3. Banker's Reference

For further particulars relating to the above enterprises and for appointments to visit the factories concerned, please contact the following:

Mr. Vincent Pandita,
Consultant
Ministry of Industries Science & Technology
Tel: (941) 24751 Fax: 449402 CE Telex: 21248 MININD CE

Dr. D.A. Koilawala
Chairman,
Sri Lanka Tyre Corporation,
Kelaniya, Sri Lanka.
Tel: (941) 521585
Telex: 21508 SLTC CE

Mr. H.R. Perera
Chairman,
Ceylon Leather Products Corporation,
141, Church Road,
Mattakkuliya, Colombo 15, Sri Lanka.
Tel: (941) 523702
Telex: 22210 CLPC CE

Mr. K.B. Dodangollegama
Chairman,
Ceylon Plywoods Corporation,
420, Baudhaloka Mawatha,
Colombo 7, Sri Lanka.
Tel: (941) 694879
Telex: 21248 MININD CE

Mr. W. Premaratne
Chairman,
Ceylon State Hardware Corporation,
Yakkalam, Sri Lanka.
Tel: (94) 33-2154
Telex: 21248 MININD CE

Proposals should be submitted in writing to the Secretary, Ministry of Industries, Science and Technology to reach him on or before Wednesday, 29th August, 1990. The left hand corner of the envelope should be marked with the name of the Corporation for which the offer is made. Separate offers should be made in respect of each Corporation.

Secretary
Ministry of Industries, Science & Technology,
P.O. Box 570,
48, Sri Jinaratana Road,
Colombo 2, Sri Lanka.

Brown demands public inquiry into Rover sale

By Allison Smith

THE political row over the Government's financial dealings with British Aerospace over its purchase of Rover Group continued yesterday, as Mr Gordon Brown, the Labour Party's spokesman in trade and industry, demanded that the Prime Minister set up an independent public inquiry into the affair.

The revelation of Wednesday that a letter about future financial assistance to BAe after its acquisition of Rover had not been made available to the all-party trade and industry committee led to Opposition accusations of an elaborate web of deceit to keep Parliament in the dark. But the Government yesterday said that the letter had been made available to the National Audit Office, which reports to the Public Accounts Committee, the parliamentary watchdog.

The Department of Trade and Industry (DTI) said that the July 1988 letter from the DTI to Professor David Smith, BAe chairman, did not contain the trade and industry committee because it was

not about the terms of the sale itself, and so had not been thought relevant to the committee's inquiry. In support of this view, the DTI said the European Commission had had access to the document and considered it did not have any bearing on the Rover purchase. The letter said although the Government could not grant further state aid to Rover, this did not prevent BAe from seeking government financial assistance for its non-Rover Group businesses, and that any such application would be sympathetically considered.

Mr Brown said that the new revelations meant that the Government's handling of a range of contracts and deals, including the Royal Ordnance factories, telecommunications licences and Airbus contracts, should be investigated.

Linking the latest Rover disclosures with the possible sale of PowerGen to Hanson, and the number of former ministers being appointed to privatised companies, Mr Brown said "privatisation sleaze now engulfs the Government."

International textile trade should 'retain' regulations

By Lisa Wood, Labour Staff

THE international textile trade should continue to be regulated according to a report by the TUC, published today.

The TUC said it feared jobs in the UK would be lost if there was no replacement for the Multi-Fibre Arrangement which runs of next year and whose future is currently being debated through the General Agreement of Tariffs and Trade (GATT).

Textiles and clothing remain and import sector in British manufacturing, despite the severe contraction of the industry in the early 1980s. The sector, the largest in manufacturing, employs about 480,000 people.

Mr Peter Booth, a national officer at TGWU, the largest union in the sector, com-

menting on the report said the UK Government was arguing for the phasing out of the MFA in six years time with a substantial weakening of it almost immediately.

The TUC's report said under the MFA the international textile trade was subject to agreed quotas aimed at preventing floods of imports from low cost countries. It said it believed that if the quota system was abandoned countries like the US would impose their own quotas and start an era of protectionism.

The European Community is the sector's most important trading partner. The report said the completion of the single European market by 1992 could have important implications for the MFA.

Welsh seek answering tone from Telecom

By Hugo Dixon

BRITISH Telecom's annual general meeting in Nottingham yesterday was disrupted in near-riotous scenes, as a group of about 150 Welsh shareholders tried to persuade the company to give greater prominence to the Welsh language in its dealings with its Welsh customers.

At one point, the meeting was stopped for ten minutes by slow hand-clapping, foot-stamping and shouts of "racist." This followed the refusal of Mr Iain Vallance, BT's chairman, to take a question from a Councillor from Gwynedd County Council on the grounds that too many questions about Wales had been asked. Some English shareholders showed their impatience with the Welsh by slow hand-clapping in return.

The meeting was resumed only after Mr Vallance promised to return to the Welsh councillor, Mr Dafydd Owre, after taking a question from an English shareholder. The meeting finished with a group of Welsh shareholders singing the Welsh national anthem.

Another Welsh shareholder, a Mr Jones, complained that it was impossible for customers to deal with BT in the Welsh language, despite its stated bilingual policy. He said that all important information on BT's bills was in English.

After several Welsh customers refused to pay their bills until they contained information in Welsh as well, they received letters in English telling them they would be cut off, he said. When he phoned BT to complain, nobody would speak to him in Welsh.

Although the protest over the Welsh language was the most prominent feature of the annual general meeting, shareholders aired gripes on other issues, in what was one of the most lively meetings of recent years.

A couple of shareholders criticised the 32 per cent increase in Mr Vallance's salary in the last financial year, while one compared BT's acquisitions in the US with the disastrous transatlantic forays of Midland Bank, Chloride and Ferranti.

THE GUINNESS TRIAL

Defendants at centre of 'disgraceful episode'

THE Guinness takeover of Distillers in 1986 was "a shocking example of dishonest conduct," the jury at Southwark Crown Court was told yesterday.

The dishonest conduct, said Mr John Chadwick, QC, had been that of Mr Ernest Saunders, Mr Gerald Ronson, Mr Anthony Parnes and Sir Jack Lyons.

Winding up the prosecution's case, Mr Chadwick said the trial had shown how ambition and greed could cause men to behave dishonestly and dishonourably.

The case was not about minor breaches of technical rules relating to takeovers, he said. "Mr Saunders was so determined to win that bid that he made secret and illegal agreements to boost the Guinness share price, not caring

about members of the public who might be cheated by his scheme."

Mr Ronson, chairman of the Heron group, had been "the eager recipient" of more than £5m obtained by the use of two false invoices which disguised the support he had given Guinness during the bid, Mr Chadwick said.

Mr Parnes had been prepared to act as the go-between for the powerful figures of Mr Ronson and Mr Ephraim Margulies, then head of the Berisford group, and Mr Saunders in the support operation which Mr Parnes, as a stockbroker, had known was illegal.

"He too was content to render false invoices and to be paid over £3m for his services in procuring illegal support."

Sir Jack Lyons, said Mr Chadwick, "was also prepared

to behave in the same dishonest fashion, participating in the illegal support operation, rendering false invoices, lying and creating bogus documents. Again, he was only too happy to be paid over £3m."

Court report
by Raymond Hughes

Mr Chadwick concluded: "Members of the jury, it has been a disgraceful episode. These four defendants were at the centre of it."

Mr Saunders, former Guinness chairman and chief executive, Mr Ronson, Mr Parnes and Sir Jack Lyons deny charges arising from an allegedly unlawful share support operation mounted by Guinness during its 1986 takeover battle for Distillers. At the heart of the case are £5m of payments made by Guinness to supporters.

Mr Chadwick described Mr Saunders' claim that he was the victim of a conspiracy to set him up as a scapegoat as "a scenario as unbelievable as it is unlikely."

He suggested part of the reason why Mr Parnes had received a "massive" £3.35m reward from Guinness "was because of the risk he ran by participating in the illegal share support operation."

The jury, Mr Chadwick said, had been told of Sir Jack Lyons' political lobbying on behalf of Guinness - and particularly about his letter to the Prime Minister urging that Guinness's revised bid should not be referred to the Monopolies and Mergers Commission.

But those, and Sir Jack's other activities, could not possibly justify his £3m fee, Mr Chadwick said.

He referred to the circumstances in which £3m of a £5.2m fee paid by Guinness, on Mr Saunders' authority, to Mr Tom Ward, a US lawyer and Guinness non-executive director, had passed through Mr Saunders' account at Union Bank of Switzerland in Zurich. Referring to the purchase of 75,000 Guinness shares bought with Mr Saunders' Swiss funds, about which Mr Saunders denied having had any knowledge, Mr Chadwick suggested it was "another example of the deceit and subterfuge that characterises so much of this case."

Today Mr Richard Ferguson, QC, will begin his final speech on behalf of Mr Saunders.

Labour tries riding on a wave of optimism

Michael Cassell on the cheerful atmosphere filtering through the opposition party

CAN Britain's Opposition Labour Party continue to ride the wave of recent popularity to an election victory or will the wave crash in failure?

The question is playing on the minds of the party's MPs as they depart from Westminster this weekend to take a break before reassembling for the annual party conference in two months' time.

They have good reason to be cheerful as they confidently predict that Thatcherism is dead and that Mr Neil Kinnock, the party leader, will soon sweep up Downing Street in the bullet-proof Daimler. In private, however, the optimism is heavily qualified.

As one senior front-bencher put it this week: "Things are looking good but I rate our chances of a clear victory as no more than even. The odds, however, have been much, much worse."

Labour's opinion poll lead is now of less than 10 percentage points for the ruling Conservative Party but it remains a vital source of encouragement. The party's prolonged period of popularity lends weight to its belief that it is proving to be much more than a temporary beneficiary of the government's own shortcomings.

With the building blocks of its election manifesto now in place, Labour's private polling indicates that it has shed its fragmented, left-wing image and adopted a range of policies which appeal.

As always, it appears strongest on the social issues - most notably the handling of education and health - and is heartened by early evidence that its poll tax alternative could be a winner.

The party also appears to have made considerable progress in overturning a highly damaging image of economic incompetence and in convincing voters that it can be trusted with the economy, the issue likely to determine the outcome of the next election.

The economy in particular will figure prominently in the both parties' summer offensives. Labour will drive home allegations of economic mismanagement while the Government will try to prove that the opposition will have to raise taxes or borrow more - or both - in order to fulfil implicit and explicit commitments.

Mr Jack Cunningham, the party's campaign co-ordinator, yesterday rejected the idea that Labour had peaked too soon and that its lead could



Mr Kinnock: preparing for a smooth ride to power

disappear in the remaining pre-election period.

But the leadership knows only too well that Labour's healthy position cannot be taken for granted. If their opinion poll lead can halve in three months, where could it be in two years time?

Mr Neil Kinnock, the Labour leader, still maintains that Mrs Thatcher may go for an election in late spring or summer next year. Every utterance from the Treasury makes that prospect increasingly less likely, though the Labour leader continues to raise the

possibility as he seeks to keep his party on a war footing.

The next, critical steps in maintaining the momentum will come at the autumn conference. Mr Kinnock intends that it should again provide a picture of public unity and another shop window for its new policies. There should be few problems, though arguments about the extent of defence cuts could offer a rare display of dissension.

There are those within the leadership who believe that while the voters are now clear about what Labour has aban-

doned, they remain unsure about what the party now stands for.

Some of Mr Kinnock's colleagues are now calling on him to use the months ahead not just to spell out policy but to identify and more clearly articulate Labour's vision for the future. Without some inspirational ingredients, they claim, the democratic socialist cake will prove pretty bland.

Others believe the party is being too timid, too content to rely on the Government to arrange its own undoing. Why, they ask, should Labour appear cautious, for example, on public spending? Why not state the case for higher expenditure in a range of areas and, without apology, bang the drum for more borrowing.

Europe is cited as another area where the party should offer a clear lead. With entry into the exchange rate mechanism of the European Monetary System unlikely to be left to Labour, there are those in the leadership who believe the party should rapidly firm up its own strategy for subsequent stages of economic, monetary and political union.

On Europe, as with every other issue, they insist that it will not be enough just to knock the Government.

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FINANCIAL TIMES
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UK NEWS

Blackpool's attraction full of eastern promise

Tim Burt visits a seaside town drawing an increasing number of visitors from overseas

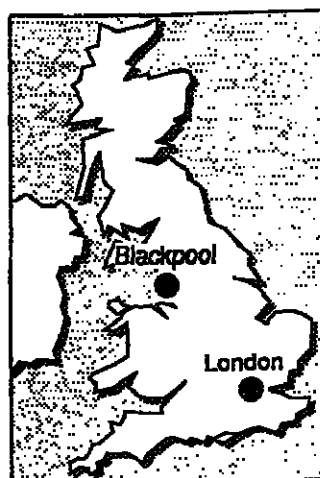
BLACKPOOL, Britain's richest seaside town, has this summer launched a bid to shake off its image as a working class holiday resort with a campaign aimed at a wealthy overseas market - the Middle East.

The borough council is fighting to change Blackpool's reputation for holidaymakers in knotted handkerchiefs and rolled-up trousers by becoming the first British tourist destination to be actively marketed in the oil-rich Gulf states.

Tourists from the Middle East have long been coveted in the world's top holiday resorts. Their reputation as big spenders stretches from Aspen to Cannes, and now private jets from Oman and Dubai are flying regularly to the Lancashire resort known for its amusement arcades and rollercoasters.

Mr John Hall, deputy director of tourism at Blackpool, says Blackpool joined the list of holiday destinations favoured by Arab tourists after several Gulf governments decided to invest in Tornado jet fighters produced by British Aerospace at Warton, a few miles from the city.

The importance of Gulf visitors to Blackpool has been highlighted this summer by the Blackpool Rock Company's decision to produce its first batch of rock with Blackpool written through it in Arabic. A brochure for Arab customers with the photographs of women in bikinis and drinkers on the promenade removed is

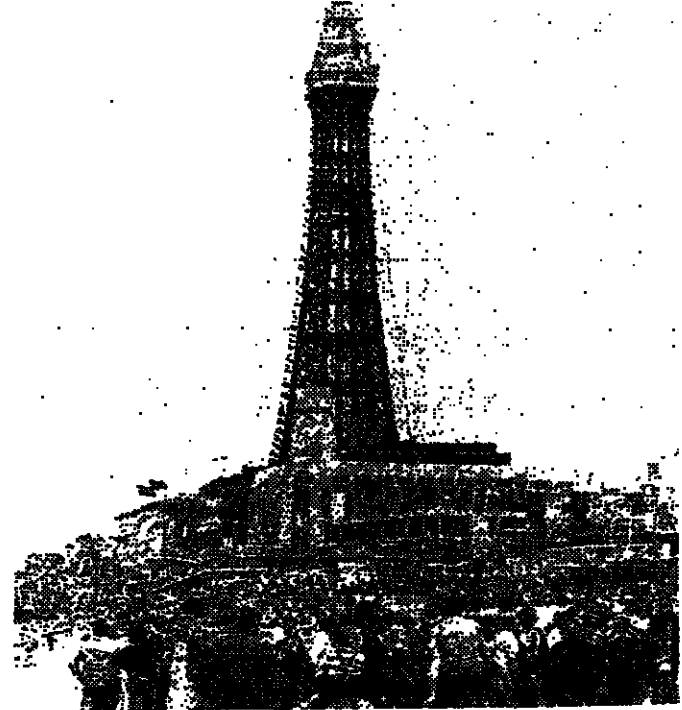


being reprinted this month to meet extra demand.

Even the Arabs, however, do not spend as much money in Blackpool as visitors from the Republic of Ireland. More than 200,000 Irish citizens visited the resort last year, reversing a downturn in family holidays. The Irish have also boosted the local retail trade by taking advantage of exchange rates to buy white goods such as microwaves and televisions while they are on holiday.

More than £400m is being spent on updating hotels and new tourist developments such as a £45m golf complex planned by Amec, the British construction company.

The biggest investment planned in Blackpool has little to do with entertainment, hotel facilities or transport links.



Blackpool beach with the town's landmark tower behind it.

The beach, lined with amusement arcades and fast food outlets, has been branded unclean by the European Community which has threatened to prosecute Britain over the beaches at Blackpool, Southport and Formby, which are badly affected by sewage pumped into the Irish Sea.

North West Water, the regional water authority, is to spend £150m on new inland

sewage treatment plants in place of pipelines into the sea, which should win Blackpool a "Blue Flag" for an environment-friendly coastline by the mid-1990s.

Mr Hall says the sewage problem is the most serious threat to the resort's future. "Pollution is going to damage us if we do not get a proper sewage system, and we hope the Government will help us

get in place as soon as possible," he says.

However, according to a NOP poll conducted last year, more than half of Blackpool's 8m visitors "considered the beach not important at all."

The statistics have persuaded developers to invest more than £30m in new leisure facilities at Pleasure Beach and Coral Land. Shopping centres such as the Tower Shopping Centre and Ocean Boulevard - labelled the "Covent Garden of the North" - have attracted investment worth more than £20m.

The city, which already attracts more visitors than Greece and offers more hotel accommodation than Portugal, supplements tourist income with a lucrative conference trade worth more than £30m a year.

Demand for accommodation could see an outburst of supply according to Mr Ray Lawrence, president of the Blackpool Hotels Association. He fears small family-run hotels could be forced out of business by the double burden of the poll tax and a new business rate.

The tourists, meanwhile, are packing a pier shows and amusement arcades this summer. Mr Hall thinks Blackpool has survived the threat posed by cheap foreign holidays and will generate record profits in the 1990s. He earned £305m in 1987 and £28m last year. People think the 1940s was our heyday. It is not, our heyday is now."

Rivers authority proposes new regulations against pollutants

By John Hunt, Environment Correspondent

TOUGH NEW anti-pollution proposals for privatised water companies and industry generally were announced yesterday in a report from the National Rivers Authority which regulates the quality of rivers, lakes, estuaries and coastal waters.

Companies would face higher costs to meet the new requirements which are being put out for three months consultation. But the NRA says that costs can be kept down if industry operates efficient

environmental policies.

The main proposal will introduce a stricter regime for discharges from the sewage plants which were operated by the old water authorities and have been inherited by the privatised water companies.

In recent years they have been expected to comply with legal limits for 95 per cent of their discharges taken over a year. This loose system has been strongly by the "green" movement as a potential "licence to pollute."

The NRA proposes that this system should be scrapped. It says the method has major shortcomings and lent a "spurious objectivity" to pollution monitoring. There was a widespread belief that compliance for most of the time was acceptable.

It now wants a system of absolute limits for the discharge of damaging substance. This means that an inspector from the NRA could take spot samples and prosecute immediately if limits are broken.

Minister warns of need to co-operate over beaches

By Tim Burt

MR David Trippier, the environment and countryside minister, yesterday warned local politicians from Britain's north west coastal towns that they must co-operate with water authorities in an effort to clean up the region's beaches.

The region has been criticised for polluting the Irish Sea by the European Community, which has threatened to prosecute Britain over the state of its beaches.

Mr Trippier said local authorities around Blackpool, Britain's largest holiday resort,

must reach agreement with the North West Water authority over the siting of a £150m land-based sewage disposal site following the Government's decision to stop dumping at sea.

The minister and councillors and MPs from north-west constituencies intend to discuss the pace of the clean up following inspections from Brussels that the EC would drop its prosecution threat if the British Government showed it was committed to improving its coastal environment.

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TUNISIA

Friday July 27 1990



In spite of bad harvests over the past two years and a devastating plague of locusts in 1988,

Tunisia is taking a slow recovery.

Francis GHes analyses the problems faced by the methodical President Ben Ali as he attempts to modernise the economy

Slow reform from above

WHEN Mr Zine (Abidine Ben Ali) succeeded ailing and increasingly erratic Habib Bourguiba as president in November 1987, he considered the display towards the founder of modern Tunisia, who lives freely in his home town of Monastir, as a gesture of reconciliation. But throughout the western and Arab worlds, the second president is seen as a hard taskmaster for the many bright technocrats he has appointed to key posts.

Reforming the Tunisian economy, with its many inefficient and grossly overstaffed parastatal companies, and changing the working habits of a bureaucracy which has inherited all the bad habits of its erstwhile Ottoman and French rulers, are the first challenges the president faces. In spite of the bad harvests of the past two years and the worst plague of locusts in 30 years in 1988, Tunisia has pursued the reform programme worked out with the International Monetary Fund and the World Bank in 1986.

By acting early, Tunisia avoided having to reschedule its external debt. The central bank is pursuing a deliberate policy of pushing up the proportion of long-term credits. The debt service ratio, as a percentage of exports of goods and

services, was 29.7 per cent at the end of last year, a far more comfortable level than in many of the country's African and Arab neighbours. Hard currency reserves have been rebuilt and now cover 2½ months worth of imports.

The trade deficit grew last year by 23 per cent to TD1.36bn under the impact of the high volume and cost of imported cereals made necessary by the drought, and a surge in purchases of machinery by Tunisian industrialists, who are investing in more new projects than at any time since 1986.

Exports, however, grew by 29 per cent and are steadily becoming more diversified, even if 70 per cent of them still go to the EC countries, which account for three quarters of Tunisia's trade. The current

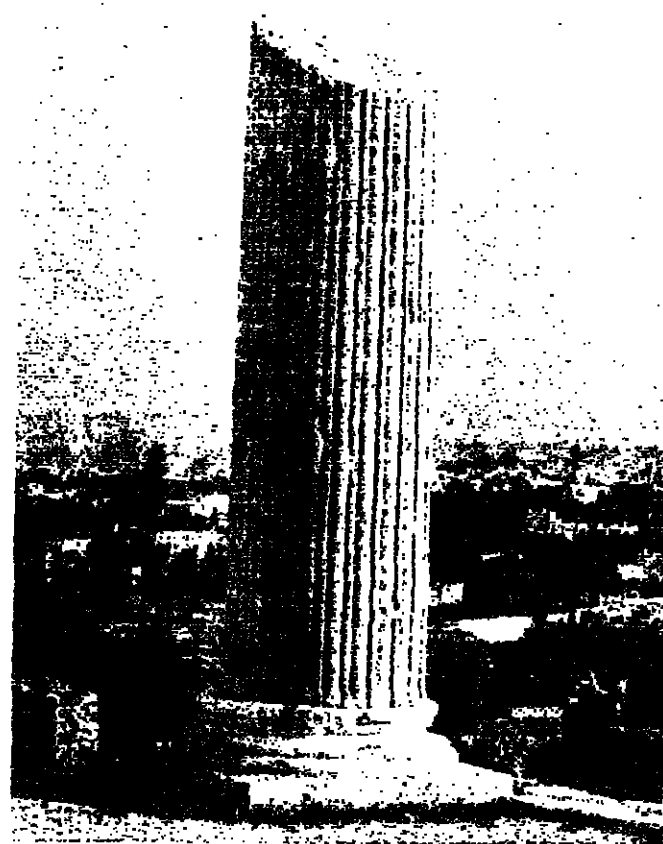
account deficit amounted to TD400m and debt principal repayments to TD50m.

The second challenge Mr Ben Ali faces is how to handle the country's militant Islamic fundamentalists. When they contested the general elections 15 months ago as "independent" candidates, the fundamentalists polled 13 per cent of the vote overall, but up to a quarter of the vote in constituencies where these candidates actually stood.

The President strongly maintains the view he expressed last year - that he will "never license a party that presents something other than a civil model of society". He argues that the fundamentalist Nahda (Renaissance) party does not offer a programme.

The Nahda newspaper "Al-Fajr" (The Dawn) was suspended last month when it published an article signed by its leader, Mr Rached Ghannouchi, which dismissed the head of state as being a *munafiq*, a reference to those in Medina who pretended to be Muslims but in fact bitterly opposed the Prophet Mohammed. The acerbic comments of Mr Ghannouchi, who lives abroad, contrast sharply to the honeyed words of Nahda spokesmen in Tunisia.

Nor will the hate campaign conducted by Nahda against the Minister of Education, Mr Mohammed Charfi, a long-standing human rights campaigner, help convince those Tunisians who are anxious to bring about a more open society and are critical of the slow pace of reform that



Carthage: tourism is a pillar of the Tunisian economy



Bizerta: new apartment blocks are spoiling this old seaport

Rassemblement Constitutionnel Democratique (RCD), the new name adopted by the PSD in 1988, is proving a slow business. The interests of its members often remain difficult to distinguish from those of the state, while many Tunisians suspect some of its leaders of harbouring little love for the more reformist-minded men promoted by Mr Ben Ali. The president remains the leader of the PSD, which inevitably erodes his standing as referee.

His choice of Prime Minister, Mr Hamed Karoui, who is little more than a figurehead, and the lack of any real political heavyweights in the government, means that power remains very much vested in the presidency.

In order to progress to the next stage of economic reforms, Mr Ben Ali will have to find ways of mobilising more grassroots support. The absence of competition in domestic markets, the underdeveloped nature of financial markets (which is largely due to the fact that so much of individual savings are tied up in real estate), the lack of serious audits of state-owned and privately-owned Tunisian banks and companies, and the absence of a land registry - all these are challenges which Mr Ben Ali does not underestimate. He is modest enough to say that he has not achieved more than one or two per cent of what he set out to accomplish. External factors are not helping him. Algeria's plunge into free elections, with the resulting victory of the Islamic Salvation Front and the virtual collapse of the Ruling Front de Liberation National make it extraordinarily difficult for Tunisia to steer a middle course. The mercenary nature of the Libyan leader make serious long-term co-operation with Tripoli virtually impossible. Meanwhile the opening up of eastern Europe makes Tunisians deeply anxious.

The question remains as to how much time the president has to implement gradual reform from above particularly at a time when many Tunisians appear disenchanted. What is not in doubt is that the caution displayed by Mr Ben Ali reflects, and up to now has well suited, the character of the descendants of Carthage.

IN THIS SURVEY

Industry embarks on export drive

Tunisia is expanding its economy by exporting more manufactured goods. Victor Mallet on industry Page 2



Silverware: the informal economy is an important generator of household income. See Page 2

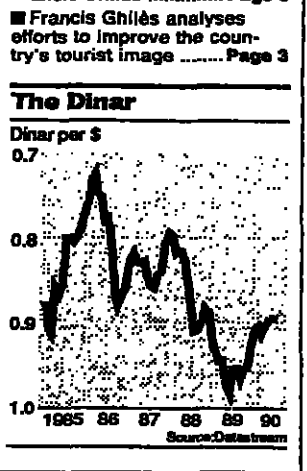
Map and Key Facts ... Page 2

Farming plays an important part in a land which was once the granary of Rome. Francis Ghies investigates the agricultural sector Page 3

President Ben Ali is implementing a policy of balancing regional development, says Francis Ghies Page 3

Francis Ghies analyses efforts to improve the country's tourist image Page 3

The Dinar



Victor Mallet discusses foreign relations

Diplomatic realignments

THESE are trying times for Tunisia's diplomats. The drive for improved relations with other Arab states undertaken by President Zine El Abidine Ben Ali since 1987 has begun to give way to defensive unease about developments in Algeria and Libya, Tunisia's powerful and on-laid neighbours.

In an circumstances, it is hardly surprising that Tunisia, North Africa's smallest country, has embarked on the latest of a long series of delicate diplomatic realignments, focusing attention once again on its western friends in America and Europe, a counterbalance to the potential loyalties of the Arab world.

Here President Ben Ali's recent trips to the US and Italy and is planned visit to Germany. Yet, as Tunisia's officials are pressing concern about the risk of Islamic fundamentalism in Algeria and the unpredictable leadership of Colonel Muammar Gaddafi in Libya, they perceive simultaneous and equally disturbing changes in Europe.

There is a widespread fear that the Muslim fundamentalist "infection" will spread.

With the approach of the single European market in 1992, Tunisians believe, the European Community is holding out a welcoming hand to the newly democratic states of eastern Europe and the non-EC countries of the European Free Trade area, while all but ignoring its trading partners on the southern and eastern shores of the Mediterranean. Europe, a short, is turning in on itself and America is far away.

The Tunisian government feels it an ill omen to be relegated to the periphery of European consciousness. It needs money to help reform the economy and confront the challenge of Islamic fundamentalism from a position of economic strength.

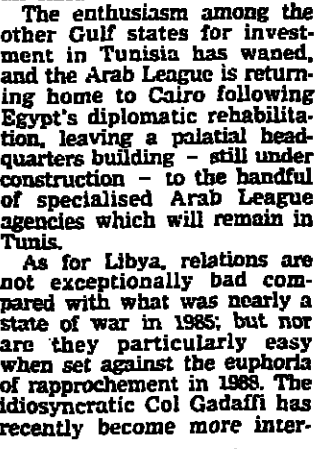
Although Mr Ben Ali's ruling party is considerably more robust than its Algerian counterpart, there is a widespread fear among the Tunisian bourgeoisie that the fundamentalist "infection" will spread across North Africa after the victory of the Islamic Salvation Front in last month's Algerian local elections.

The test of the Arab world has little to offer in the way of comfort and its traditional rul-

ers remain wary of the military background of leaders like President Ben Ali, a general. One of his first acts of foreign policy, after taking power in 1987, was to visit Mecca and pay a visit to King Fahd of Saudi Arabia, but the kingdom is thought to give financial support to the Nahda (Renaissance) movement, the Tunisian Islamic group, and King Fahd has warmly received its leader Mr Rached Ghannouchi.

The enthusiasm among the other Gulf states for investment in Tunisia has waned, and the Arab League is returning home to Cairo following Egypt's diplomatic rehabilitation, leaving a palatial headquarters building - still under construction - to the handful of specialised Arab League agencies which will remain in Tunis.

As for Libya, relations are not exceptionally bad compared with what was nearly a state of war in 1985, but nor are they particularly easy when set against the euphoria of rapprochement in 1988. The idiosyncratic Col Gaddafi has recently become more inter-



President Ben Ali: drive for improved relations with other Arab states

of being strengthened, is now threatened.

Wrangling continues over trade access for Maghreb goods to Europe, and by the end of this year Tunisia will have to negotiate preferential tariffs for its olive-oil exports and ensure free access for its textiles in the face of opposition from Portugal.

European countries are introducing visa requirements

The country has a special affinity with France and close ties with Italy

to keep out unwanted North Africans. Instead of investing more money in the Maghreb to make its economies viable and increase local employment, Tunisian officials say, while European politicians, notably the French extremist Mr Jean-Marie Le Pen, have fuelled the fires of anti-Arab racial feeling, instead of emphasising the culture the two sides have in common.

"Some of the Maghreb countries are more integrated with Europe than some of the countries in Europe," says one senior Tunisian official. "Yet one feels on a slippery slope, with talk of 'boat people' and apocalyptic fears about the southern Mediterranean instead of the east bloc."

There is a risk of a 'spirit of the crusades' between Europe and the Maghreb."

Both the EC Commission and the Tunisian foreign ministry have drawn up a range of proposals - focusing on EC financial assistance - for reinforcing the vital EC-Maghreb relationship, but implementation seems considerably more urgent from Tunis, which is looking anxiously at its unpredictable neighbours, than it does from Brussels.

European countries are introducing visa requirements to keep out unwanted North Africans, instead of investing more money in the Maghreb to make its economies viable and increase local employment

ested in his new-found relationship with Egypt than in ties with Tunisia, and the Libyan leadership is so unstructured that the Tunisians have a hard time finding anyone to put their various bilateral agreements into practice.

The great boom for the merchants of Sfax is over - Tunisian officials say that 55 per cent of the Libyan population has crossed the border, mostly

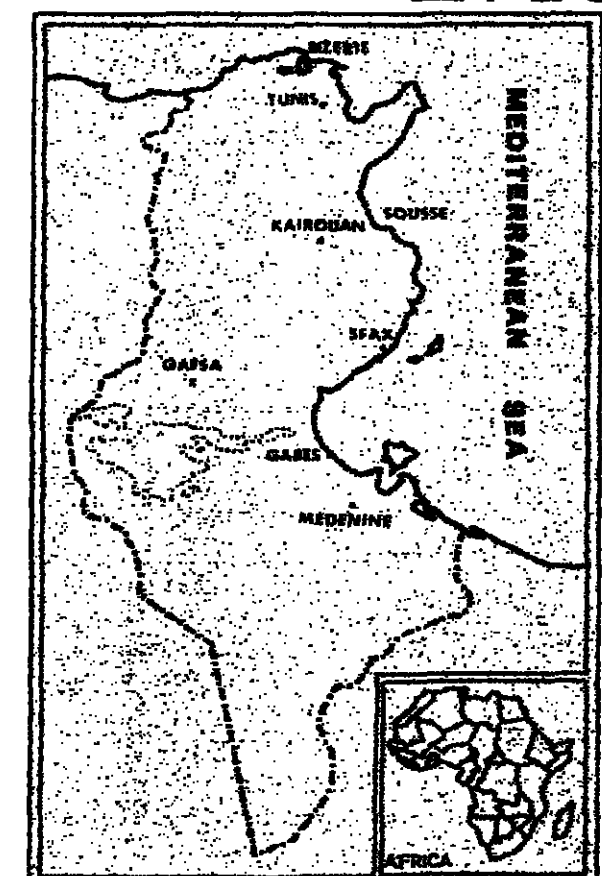
Europe. It has a special affinity with France, the former colonial power, and close ties with nearby Italy, not to mention an important economic relationship with Germany and an increasing interest in Britain. Tunisia looks north for much of its culture, and the satellite dishes of Tunis pick up a range of European television channels. Tunisians fear that this European relationship, instead

of being strengthened, is now threatened.

Wrangling continues over trade access for Maghreb goods to Europe, and by the end of this year Tunisia will have to negotiate preferential tariffs for its olive-oil exports and ensure free access for its textiles in the face of opposition from Portugal.

European countries are introducing visa requirements

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TUNISIA 2

Victor Mallet examines the country's small manufacturing sector

Fragile export success story

TUNISIA IS neither rich nor poor, and its industry neither disastrous nor dynamic. Poised somewhere between the advantages of cheap labour and the benefits of modern technology, the country has chosen to expand its economy by exporting more manufactured goods.

Whatever doubts exist in the minds of businessmen about the Government's ability to meet such a challenge over the next decade, there is no dispute about the need for diversification. Tunisian foreign exchange earnings depend heavily on revenues from tourism, remittances from Tunisians working abroad, and diminishing oil reserves.

In a manufacturing sector otherwise dominated by the state, textiles and leather goods are Tunisia's export success stories. With a few hundred thousand dollars in capital, a foreign entrepreneur can begin making jeans or shirts in a country where wages start at \$130 a month.

It is, however, a fragile sort of success. Just as Tunisia's competitive labour costs have lured shoe-leather business from Italy, so might countries such as Egypt, with even lower wages, take away its textile workshops in the future.

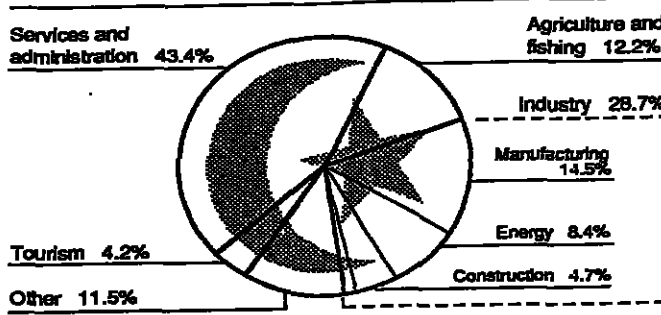
Government officials and private industrialists are therefore casting around for other ideas in engineering, electronics, agro-industry and services - medium technology activities, which high costs may squeeze out of Europe. Tunisia already boasts a small vehicle-components industry for items such as shock absorbers, electrical circuits and filters for air, fuel and oil.

Services from architecture to

Investment proposals for Tunisian industry, 1988/1989					
Sectors	Number of projects	Investments in TdM	Jobs	1988	1989
Miscellaneous	300	485	57.9	86.1	3,688
Agro-industry	367	554	88.7	138.4	4,000
Construction, ceramics, glass	154	228	43.2	86.0	2,063
Mechanical/electrical	232	403	84.0	119.0	4,875
Chemical	184	206	38.1	96.7	1,808
Textiles/shoes	912	1,560	158.6	250.4	29,570
Total	2,189	3,416	469.5	777.4	48,885

Source: Industrial Promotion Agency

GDP breakdown 1989



computer programming are regarded as particularly attractive, because the labour cost differentials between the West and Tunisia are even higher for skilled than for manual workers. A small number of energetic local businessmen have carved niches for themselves in activities ranging from word processing to cartography for foreign clients.

"In the United States you pay \$120,000 to \$300,000 for a good software engineer, but here it's \$20,000 to \$30,000," says one entrepreneur. "I count on that difference to export."

The thrust of government policy is to move Tunisia one more rung up the ladder of development, so that the country can take over some labour-intensive industry from Europe while leaving the sweatshops to countries lower down the ladder.

Businessmen, however, are sceptical about the Govern-

ment's ability to deliver. They fear that it lacks the sort of vision of the future which gave Tunisia the tourism and textile successes it has today. "There will be nothing to export in 10 years if we don't develop new technology manufacturing industries now," says one leading businessman.

Few industrialists question

the effectiveness of Tunisian export incentives or complain about the tax burden following the economic reforms which began in 1986, but they have serious reservations about the quality of Tunisian labour in manufacturing and the efficiency of the bureaucracy.

There appears to be universal agreement among Tun-

sians and their foreign trading partners that the education and training system is in urgent need of an overhaul. Economic skills, particularly at the intermediate levels, are in short supply. Despite paying substantially higher wages than the state, the private sector is hard-pressed to find quality secretaries, welders and junior managers.

Moreover, Tunisia's long tradition of trade unionism and its strict labour laws make it particularly difficult to hire and fire workers. Managers complain that industrial quality-control is often poor, and that they have only been able to compensate for falling labour productivity by increased capital spending on machinery. Banks are said to be reluctant to take risks, while the volume of paperwork demanded by the state, although somewhat reduced, still acts as a brake on industrial growth.

The state does not merely control the economy through the civil service. It still owns most of the country's heavy industry, and has inevitably been more reluctant than the private sector to tackle the delicate issue of overstaffing. A privatisation programme is under way, and the state has already sold hotels, textile firms and other small manufacturing companies, with larger units such as cement factories expected to follow.

But it has not always been an enthusiastic disengagement - one Tunisian complains that the state is still selling nails and screws when a private entrepreneur could take over the business for a few thousand dollars - and the local buyers are usually the existing business elite.

The other buyers are foreign investors, and on this front the Government has reason to be encouraged after years of stagnation. Tunisia is a small market of some 8m people, and import substitution is largely complete; but there are already about 600 companies producing in Tunisia purely for export, 40 per cent of them foreign-owned and a quarter of them joint ventures. Such companies benefit from the liberalisation of imports and the "free zone" status accorded to export-only operations.

The Industrial Promotion Agency points to an upsurge in investment interest from domestic and foreign companies in 1989, principally in the textile and shoe industries. In the meantime, the General Motors vehicle assembly joint venture in Kairouan (initially for the domestic market) is expected to open soon after several years of official delays.

Whether all this will allow Tunisia to compete effectively with countries such as Turkey and Portugal which it regards as its natural economic rivals in southern Europe - remains to be seen. Accustomed to the French tradition of infrastructural investment and economic guidance by the state, even the most entrepreneurial Tunisians are looking to the Government to lead the way to Tunisia's industrial future.



Jasmine-seller

Francis Ghilès investigates the flourishing informal economy

An unofficial safety valve

THE INFORMAL sector of the Tunisian economy is flourishing. A visitor has only to compare the number of building sites with official statistics of new housing units, to realise that official figures do not reflect the justice to the ingenuity of the average Tunisian who, whether or not his declared income allows him to do so, is extending or building his house.

Since 1986, when a balance of payments crisis due to the decline in the price of oil and

state overspending forced Tunisia to restructure its economy, the purchasing power of the majority of 7.5m Tunisians has declined by about 20 per cent.

There have been no serious social disturbances, however, and this cannot simply be due to the *état de grace* President Zine El Abidine Ben Ali has enjoyed since he came to power in November 1987.

The informal, unregulated sector of the economy is an important generator of household income. It also offers a

safety valve when economic times are hard. The food vendors using pushcarts, housewives subcontracting to the textile industry, and small factories making better quality bricks at a fraction of the cost of more modern units and without any subsidised loans - all these are informal.

At a micro-economic level, the employer does not have to pay tax, social security or a minimum wage. He can shed labour when the going gets rough. On the macro-economic

level, competitive capital and labour markets ensure low costs in contrast to the "modern" sector where capital is subsidised and labour submitted to heavy payroll taxes. Government projects in Tunisia have tended to encourage capital intensive undertakings, whereas the informal economy is a result of people responding to the failures of the state by creating their own economy.

It is possible that as much as one quarter of the Tunisian economy is unaccounted for in official GDP statistics. Out of 750,000 rural women who are old enough to work, nearly 600,000 are in the labour force, a further 45,000 are counted as agricultural labourers. However, some observers believe as many as 600,000 or 80 per cent of rural women have activities which range from tending sheep to weaving, a figure which, if true, would add 14 per cent to the labour force as a whole. Unregistered activity might thus add 15 per cent to agricultural production, a figure which translates into an additional 2.5-3 per cent of

owned five factories but the price of construction materials was still controlled by the state in spite of a 10-year effort by the World Bank to persuade the authorities to give up price-fixing.

Mr Zarruck defied the state, cut his prices by 20 per cent and sent out his fleet of lorries to every town and village in the country to market the bricks he produced, allowing his drivers leeway about the selling price.

In spite of the fact that his move earned him fierce opposition from the employers' federation, Utica, and that two state brick-making companies nearly went bankrupt, the authorities capitulated and allowed a free market in building materials.

Something similar happened to factories established with considerable grants from the state to manufacture prefabricated units. The factories went bankrupt in the face of competition from a smaller, better-run unit set up by a Tunisian who had learned his trade in France. His company, AZIM, unlike the large subsidised units, paid back the banks in full.

Jobs are created informally because they cost a fraction of what is needed to set someone up in the modern industrial sector. TD270 as against TD33,700 (1985 estimates). The average cost of labour in Tunisia is less than a third of that of the "modern" sector while the value added per worker is worth about 50 per cent of that in more up-to-date factories. The informal sector provides an estimated 75 per cent of all apprenticeships. It substitutes locally-made goods for expensive or scarce imports. It responds quickly to demand as happened after the opening of the frontier with Libya when Stax traders discovered their southern brothers were desperate for mousetraps. It is pervasive because it is easier to have your phone repaired by a travelling mechanic, and easier to start building after bribing the building inspector so as to avoid the maze of red tape needed to gain the permit.

Assuming that the informal sector provides 20-25 per cent more jobs than is officially admitted, one could conclude that in 1986 2.21m Tunisians held jobs out of a labour force of 2.5m rather than 1.79m out of a force of 2.1m. More importantly, these activities do not just provide a safety valve at a time of declining income; they can be cost efficient, dynamic and adept at developing new technology with little or no government support.

The informal, unregulated sector of the Tunisian economy is an important generator of household income

GDP. These women might each be earning between TD600-700 a year.

So strong are government objections to this subject, which is often taken as meaning "smuggling" or "black marketeering", that a World Bank report written in 1985 was never published.

In construction, textiles and leather, stories abound which show the importance of informal work. The city of Sfax, for instance, has no tradition of shoe-making. Now it has become a centre where children on their way home from school often collect the leather pieces needed to make shoes. After dinner, the family gets down to making shoes which are delivered the next morning on the way to school. Accounts are settled on the eve of religious feasts - not a scrap of paper has been exchanged, nor has a bank become involved. The Agence de Promotion de l'Industrie has a bloated workforce desperately trying to locate "new" projects, but the youngsters of Sfax have never heard of it.

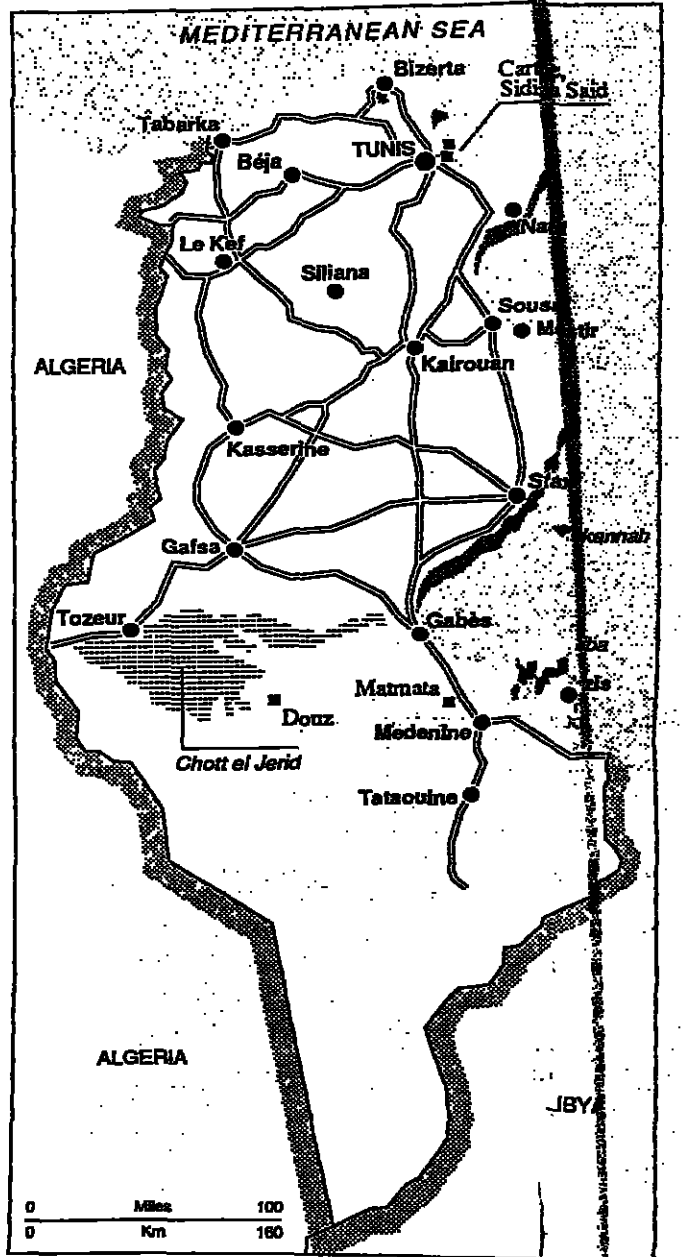
The building sector can boast of even more significant

It is possible that as much as one quarter of the Tunisian economy is unaccounted for in official GDP statistics

developments. In the few years that followed the end of the attempt at full-blooded socialism, two or three years of bountiful crops gave people cash to spend, but building materials were very difficult to obtain.

Mr Moktar Zarruck built a small brick factory, using traditional methods and with no help from the state. By 1986, when there was a slump, he

KEY FACTS		
Area	164,150 sq km	
Population	1988 7.79m, 1989 7.97m (estimates)	
Head of state	President Zine El Abidine Ben Ali	
Currency	Dinar (TD)	
Average exchange rate	88 \$1 = TD0.858 89 \$1 = TD0.949	
ECONOMY		
	1988	1989
Total GDP (\$bn)	10.03	10.07
Real GDP growth (%)	1.5	3.5
GDP per capita (\$)	1288	1263
Current account balance (\$m)	97	-329
Exports (\$m)	2399	2873
Imports (\$m)	2489	4498
Trade balance (\$m)	900	-1625
Trade dependency	5%	90.2%
Main trading partners (% of total value)		
Exports		
France	25.4	24.6
Italy	8.6	18.7
West Germany	3.8	12.9
Imports		
France	4.8	26.4
Italy	3.3	13.7
West Germany	2.6	11.7
Main exports (% of total)		
Textiles	29.2	
Petroleum products	20	
Phosphates & fertilisers	19.2	
Main imports (% of total)		
Textiles	n.a.	
Machinery	n.a.	
Total foreign debt (\$m)	7194	
Foreign debt as % of GDP	55.5	
Debt per capita (\$)	902	
Debt service ratio (%)	22.4	
Consumer prices (% change pa)	7.3	
Total reserves minus gold (\$m)	961.8	
* Exports plus imports as % of GDP		
Source: IMF, Datastream, Economist Intelligence Unit		



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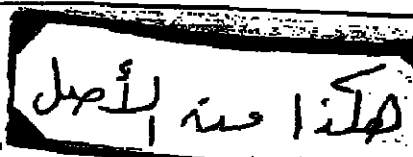
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TUNISIA 3

AGRICULTURE

The granary needs to be rebuilt

IN THIS land which was once the granary of Rome, farming continues to play an important role. It employs more than 40 per cent of the population although it contributes, with fishing, a more modest 12.2 per cent of the Gross Domestic Product, a percentage which in 30 years has steadily declined from 24 per cent.

The quantity and variety of some crops have increased - especially certain fruit and vegetables. More recently, the fish catch has increased but other crops, particularly cereals and olive oil, have declined. Meanwhile, the exodus of people from rural areas continues

Action needs to be stepped up on soil conservation

and many Tunisians feel the state is not doing enough to make farming more attractive.

Officials point to the increased share of investment in farming as proof that the government has a real long-term policy. They argue that the fishing and fish-processing industries have received a boost from liberalisation of trade, new irrigation schemes have brought benefits to central Tunisia and prices paid to cereal producers have increased since 1986. They also argue that the past two years of drought and the worst plague of locusts in 30 years in 1988, caused considerable damage.

The underground water table has suffered, one third of Tunisia's almond trees died last year and action needs to

be stepped up on soil conservation, which receives little attention in "normal" years.

The cereal crops of the past two years, 290,000 tonnes in 1988 and 630,000 tonnes in 1989, are well below the annual average of 1.5m tons. This year's crop of 1.3m tons is an improvement, but still too small. The drought forced the authorities to reschedule many farm debts and denied hundreds of thousands of seasonal workers their means of livelihood over the past two years. Worse, the country has been forced to import large quantities of grain at a time when prices were rising and the US dollar strong.

The cost of importing food after 1986 was also increased by the devaluation of the dinar. And Tunisia this year will need to import 1.4m tons of grain, 40-45 per cent of its milk, and 90 per cent of the sugar it consumes. Meanwhile, the authorities remain cautious about cutting back subsidies which keep the price of bread, flour, sugar, cooking oil and milk cheaper than production or import costs warrant.

At present, subsidies on cereals account for TD200m out of a total of TD342m spent on subsidising food and fertilisers. If the government is serious about boosting the production of cereals and olive oil, the main crops, it faces several problems: first, the increasing fragmentation of the land, second, the ageing workforce, third, the methods used to propagate new farming techniques, fourth, soil conservation, fifth, wholesale distribution.

Also significant is that some of the richest estates, which

have remained under state control since independence, have been subjected to large farming projects, launched in the early 1980s by the then new development banks which associated the Tunisian state with Saudi, Kuwaiti and Emirati funds. Many of these grandiose projects have been mismanaged.

The increasing fragmentation of land (the number of farms has increased from 330,000 to 400,000 since 1960 due partly to Moslem inheritance laws) remains the biggest threat to attempts to improve Tunisia's cereal output. Modern methods of dry farming,

Since 1969, there has been no policy for wholesale distribution

faster introduction of seed varieties, extension and perfection of irrigation systems so necessary in a country where the rainfall is unpredictable, cannot be achieved if the land is fragmented and farming remains so poorly capitalised. Addressing this issue requires political courage if only because farmers have not forgotten the forced socialisation of the 1960s. It cannot be done without a carefully planned platform and some hard selling by a minister who, exceptionally in Tunisia, commands the respect of the farming community.

Distribution is probably the solution to other problems. Indeed, since 1969, when then president Mr Habib Bourguiba abruptly ended the "socialist" experiment led by

Mr Ahmed Ben Salah, there has been no policy for wholesale distribution.

The result is that the price of basic foodstuffs doubles or triples between the farm and the consumer. Because there is no benefit to the producers, they cannot pay the higher wages needed to keep young workers on the farms and an increasingly ageing rural population means less willingness to work, less skill and greater difficulty in achieving soil conservation and afforestation.

The problems of the distribution system extend to the production of olive oil, the main source of income on more than 100,000 farms and part of the income for 1m Tunisians. The decline in productivity since independence is essentially the result of the disastrous policy of freezing producer prices by the Office de l'Huile.

This policy, which was reversed in 1988, made impossible the replanting of olive groves, a critical factor in the fight against the encroaching desert. Improving the quality of output is essential for two reasons: first production fluctuates from year to year, and second, if Tunisia is to diversify its exports away from the European Community which takes three-quarters, it can only bank on quality.

However, improving exports is hindered by two other factors. First, the EC imposes quotas but Italy is not shy when it comes to mixing excellent quality Tunisian olive oil with its own oil of inferior quality and selling it as "Italian" oil, notably in the important North American market where the dietetic qualities of olive oil are increasingly recognised. Second, the marketing of Tunisian olive oil in France needs to be improved.

The future prosperity of the farming sector is very much in the hands of the Tunisian government. Just turning Tunisia into a granary capable of supplying the needs of Tunisia itself would be an achievement worth striving for.

Francis Ghilès

Francis Ghilès on the regions

Balanced development

WHEN SHE founded the city of Carthage in 816 BC, the Phoenician queen Dido shifted the centre of activity in what was later to become Tunisia away from the hinterland and towards the Mediterranean shore.

The presidential palace looks on to the Gulf of Tunis, while commerce and industry, and more recently tourism, have helped to develop the coast. The favours that the former president, Mr Habib Bourguiba, showered on his town of Monastir further helped that locality.

Meanwhile, the poorer north-east Kroumir region, the rich cereal plains round the old stronghold of Le Kef and the southern region between Gafsa and Medenine received little in the way of help from the central government. Roads, in particular, remain atrocious.

While some efforts to help the hinterland were initiated before President Ben Ali came to power in November 1987, Tunisia's second head of state has tried to avoid favouring any particular region. His cabinet is drawn from all parts of the country, while the recent appointment of Mr Mustapha Nabil to the planning ministry suggests that an effort is being made to construct a long-term policy to balance regional development more rationally.

Mr Nabil feels that the pressure on resources around the main cities and along the coast (land prices, water use and pollution) are prompting the state and the private sector to look inland when they plan new projects. Coastal areas and Tunis have to date attracted more than three-quarters of all investment.

Tunisia is lucky in having a number of medium-sized provincial towns, such as Bizerte, Beja, Silihana, Kairouan and Kasserine; while the growth of Tunis is less dramatic than that of the capitals of neighbouring Algeria and Egypt. Nevertheless, certain conditions will have to be met if these towns are to play a more active role.

An effort will have to be made to develop roads; and the need for small workshops and for training in basic skills remains paramount. Instead of building yet another lycée pilote (elitest experimental school) and more high-priced private clinics, the authorities ought to improve the general standard of education, which is falling, and the social security system.

Two examples of ways in which a region can be helped reflect current policies.

Ten thousand tourist beds - including 5,000 due to be sold to private buyers - are being provided in the port of Tabarka, in the attractive but impoverished north-east. Tabarka sits at the foot of high



The city of Sfax has, for generations, been a byword for industrial activity, sober living and respect for cultural and religious traditions. Its activities include the production of small fishing vessels, software, tiles and shirts

hills, which will host a spectacular golf course and where those who enjoy boar-hunting can indulge their passion.

In the adjacent mountain resort of Ain Draham, a sports centre, where teams from other countries could come and train, is planned. Conditions for diving and sailing are good, though frequent northerly winds would not make the resort ideal for sunbathing.

The Tunisian Saudi bank Stusid is involved in funding this project, while the Italian com-

pany Porto Corallo is building a few apartment blocks and a casino, which would be the first of its kind in Tunisia.

Improvements being made to the infrastructure include: the building an international airport, upgrading of roads leading to Tabarka, and modernisation of water and electricity distribution. Such a large project faces problems, not least the recruitment and training of staff of the right quality in a region that has no tradition of service.

Down the coastal road, in the direction of Tripoli, is the city of Sfax, for generations a byword for industrious activity, sober living and respect for cultural and religious traditions. The people of Sfax share these characteristics with the people those of Tataouine and Medenine further south. They have not been helped much by their masters in Tunis. Mr Bourguiba displayed a mixture of fear and disdain towards the south of the country. But an effort is now being made to reduce pollution from the fertiliser factories, improve the roads, rebuild the airport, and modernise the port of Tunisia's most hard-working and inventive city.

The range of activity in Sfax is wide. It includes the production of small fishing vessels, by Socomenin (for which demand is considerable); software, at Sfax Informatique; high-quality domestic tiles (most of which are exported), by Les Ceramiques Reunies; and Lacoste shirts.

How successful the authorities are in their attempt to shift the balance of economic activity further inland will depend on other factors. These include a bolder farming policy; the restructuring of state enterprises, where privatisation has only just begun; continued efforts to devolve power to the regions; and the extent to which the head of state and ministers can convince officials that approval is not needed for every transaction.

There is reason for optimism, though concrete results from a bold regional planning policy will not be seen for some years. The question remains, whether Tunisian leaders have the determination for a long haul.

Energy consumption will soon overtake oil production, but ...

Incentives prove successful

TUNISIA MAY envy the hydrocarbon wealth of neighbouring Libya and Algeria, but it has managed to postpone repeatedly the day when it will become a net importer of oil.

Rising domestic energy consumption seems certain to overtake the modest output of Tunisia's ageing oilfields - by the middle of the decade, according to the latest estimates - but, in the meantime, the authorities are deploying a range of financial incentives to encourage further exploration and development by international companies.

The policy appears to be working. Since the oil-price crash in 1986, only about 10 exploration wells a year have been drilled in Tunisia, a third of the number recorded in the early 1980s; but this year the 23 foreign oil and gas companies in the country are expected to drill 16 wells. After five years' decline oil production rose slightly to 4.9m tonnes in 1989. Legislation to promote exploration was introduced in 1985 and 1987. Faster cost-recovery and royalties starting as low as 2 per cent were aimed in particular at promoting the development of smaller and less developed fields which had been discovered but not exploited in the

preceding 15 years. "There are quite a few small reserves, which were frozen for years and which are now being developed," says Mr Abdelwaheb Boudiaoui, head of Entreprise Tunisienne d'Activités Pétrolières (ETAP), the state oil company.

Additional incentive legislation has been adopted this year. It includes provisions which can allow costs of new exploration to be offset against the profits of production from another concession, thus encouraging oil firms to take on more than one operation in Tunisia.

Tunisia's two main oilfields, El Borma and Asharta, are old and in decline, making the development of new fields all the more urgent. The most important concession due to come on-stream is the Marathon/Etap Ezzouia field, in Zarzis, which should begin production this year and eventually account for as much as a fifth of Tunisian output. It is the first significant find for more than a decade.

Oil companies are meanwhile hoping for contracts from Tunisia's joint company with Libya, formed to explore their shared continental shelf, although American companies will prob-

ably be unable to take part because of the dispute between Washington and Tripoli.

By the end of 1990 British Gas (BG) expects to decide whether to develop the offshore Miskar gas field. BG, currently with 80 per cent of the project against Etap's 20 per cent, is due to finish tests on a sixth well in the field this month. Reserves are thought to be substantial - about 800m cubic feet in several reservoir layers - but the quality of the gas is poor. Only about 65 per cent of the gas is methane, with the rest made up largely of carbon dioxide and nitrogen. In addition to a pipeline to shore, a costly processing plant would therefore be required to treat the gas. The whole project could cost \$500m or more.

Gas from Miskar would be used largely for Tunisian power stations, and the Government is anxious for the project to proceed, not least because the output of associated gas from El Borma is falling steadily. BG, which also produces oil in Tunisia, hopes to produce Miskar gas by the first quarter of 1994 if it decides to go ahead.

Mr Kasraoui emphasises the importance of Tunisia's efforts to promote the exploitation of gas. "We realised that com-

panies coming to explore in Tunisia weren't really interested in gas, except in the case of very large deposits," he says. Tunisia now buys gas at 85 per cent of the price of the equivalent amount of high-sulphur fuel oil.

Tunisia's gas programme includes plans to extend the pipeline network from Sousse to Sfax. The country already takes some of its gas from Sonatrach of Algeria, drawing it from the trans-Tunisia pipeline carrying Algerian gas to Sicily.

The Tunisian state-controlled phosphate industry suffers from the same sort of geological misfortune as its oil deposits are scattered and often difficult to process. Of its 6.5m tonnes annual production, Tunisia exports between 1.3m and 1.5m tonnes of the best quality phosphates, and converts the poorer grades into fertilisers and phosphoric acid in its own factories.

Weak world prices and a cumbersome administration contributed to accumulated losses of some \$400m for the industry as a whole up to the end of 1989, but a restructuring programme overseen by the Commission d'Assainissement des Entreprises Publiques is under way.

Victor Mallet

A critical look at tourism

Better image needed

TOURISM remains, more than ever before, a mainstay of the Tunisian economy.

The decline in foreign visitors - numbers dropped by 7.1 per cent last year to 3.2m, and receipts, which declined by 21.3 per cent to TD855m, are attributable to the reduction in the number of visitors from Libya rather than from western Europe.

Despite this downturn, the contribution of tourism to the balance of payments continues to be larger than any other sector of the economy. Furthermore, tourism employs more than 40,000 Tunisians and spawns nearly four times as many jobs in farming, transport and construction. Overall, it contributes 4.2 per cent to the Gross Domestic Product. Indeed, it can be argued that the avowed wish of the Tunisian authorities to get the number of beds nearly doubled, from the present 115,000 to 200,000 by 2000, is an economic necessity.

The purists may object to more developments on the coastline, but the country still boasts many miles of beaches, around Hergla for instance, north of Sousse and on the island of Jerba, which are ideally situated for hotel development. The state has sold virtually every hotel it owns in Tunisia. A class of real entrepreneurs has emerged, among them Mr Aziz Miled and Mr Mohammed Driss, who are prominent

among those who manage many thousands of beds. Others, such as Mr Hosni Djemali, have branched out to buying and building hotels in Morocco.

Tunisia is a market for bulk, low-cost holidays, organised by a few leading operators, otherwise known as "feeders" in France, Germany and the United Kingdom. Going up-market will be difficult.

Many hotel owners in Tunisia have grown rich quickly, by buying hotels from the state or by building new ones. Unfortunately too many hoteliers are reluctant to improve service, which is often poor, by reinvesting share of their profits. The standard of buildings and equipment is good but the food is mediocre.

Equally important is the apparent lack of concern of town councils for the environment. They do not appear to be aware of the need for proper pavements, for more trees or for improved cleanliness. Ugly new buildings are defacing many old and new towns. Even more worrying is the lack of awareness of the need to preserve such ancient archaeological sites as Carthage, which is also the smart residential suburb of Tunis. Land speculators and wealthy Tunisians show contempt for traditional architecture. In nearby Sidi Bou Said, one of the most famous beauty spots on the Mediterranean, ugly new villas owned by

senior members of the establishment continue to rise. Equally, if the authorities do not make a greater effort to save parts of the old Medina of Tunis, future attempts to add a cultural dimension to tourism will be doomed.

However, efforts are under way to develop a new resort on Tunisia's northern shore in Tabarka and to encourage visitors to spend a few days in the Sahara Desert, a region which offers unique scenery. The project to develop Tabarka, a small, sleepy French provincial-style port near the Algerian frontier, is bold. It involves essentially state-funded building of hotels with 10,000 beds and will offer a spectacular golf course, diving and sailing. The cork oak covered hills which dominate the resort should attract ramblers and wild boar hunters. An international airport is being built, roads and water supply upgraded. However, finding enough staff for all these developments will not be easy - the region boasts no tradition of service at all. The danger exists of an over-ambitious state-financed resort in what remains a backward region.

Further south, Iberotel and a private Tunisian company recently opened an attractive hotel in Douz, allowing visitors to come to travel to the desert for a few days. During the drought of 1988-89, work on that hotel turned out to be the

Francis Ghilès

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MANAGEMENT

Doing business in Italy

Negotiating the maze brings its rewards

Unwary newcomers to the country will be faced by a number of idiosyncracies, reports Haig Simonian

For the businessman who thought West Germany was a bureau-
crat's paradise, setting
up in Italy can come as a nasty
shock. For whatever the coun-
try's reputation as a free-wheel-
ing haven of flexibility, busi-
ness Italian-style can be a
nightmare.

Many newcomers arriving
with a suitcase full of miscon-
ceptions about Italy - that its
similarity to the UK, France
and West Germany in terms of
population and, roughly,
income, also implies a
like-minded business culture -
have been left in the mire.

Red tape and public-sector
inefficiency are common com-
plaints. So is the reluctance
among both public and private
sector companies to be pinned
down to specifics.

Peter Harf, chief executive of
Benckiser, the privately owned
West German detergent
group, is one of those to have
run the Italian gauntlet.

Benckiser has catapulted
itself into the upper echelon of
European consumer products
groups through a string of dar-
ing acquisitions, notably in
Italy. However, having
acquired Mira Lanza and Pan-
gal, two leading Italian house-
hold products groups, in Feb-
ruary and November 1988,
respectively, Harf soon found
himself facing a prolonged
strike. This was because
Benckiser planned to rationalise
production and lay off 500
workers.

For Wendy Rimmington,
labour relations have been the
least of her problems. Rimm-
ington is the young sales and
marketing director of Penguin
Italia, the Italian subsidiary of
the UK publishing group,
which set up in business at the
beginning of this year with a
staff of just four. After assist-
ing in the birth of the new Ital-
ian company, she too has expe-
rienced the pains of Italian
bureaucracy and business
practice.

Both Benckiser and Penguin
have learned many lessons on
their way to understanding
Italian idiosyncracies. Advance
information and much home-
work to their list of tips for
the unwary. Not only is Italy
much less like the UK, France
or Germany than many for-
eigners expect, its huge inter-
nal differences take even lon-
ger to grasp.

The wealthy north - which
revolves around the financial
and industrial hub of Milan
is far less similar to other big
north European cities than
even many well-travelled Ital-
ians believe. But it is a world
away from the economically

under-developed Mezzogiorno,
which some north Italians pre-
fer to consider to be culturally,
if not geographically, more
akin to Africa than Europe.

As Jean-Philippe Quer-
cy, the French commercial consul
in Milan, points out, average
unemployment rates in Italy
range from 4 per cent in Milan
to a whopping 22 per cent in
the south.

Such regional disparities can
create immense problems for
newcomers. Penguin Italia has
taken on three sales represen-
tatives to cover north, middle
and south Italy, based in
Milan, Florence and Rome,
respectively.

It has, though, also decided
to retain the 18 *propagandisti* -
freelance reps - used by
Longman, its longer-established
sister company, in order to
capitalise on their special-
ised local contacts with key
customers in universities,
schools and colleges.

In the north, the poor qual-
ity of infrastructure can come
as a big shock, especially to
Swiss or Germans used to
public-sector services which
run like clockwork.

Intra-urban postal services
take days, if not weeks -
which explains the prevalence
of fax or private messenger ser-
vices for business communica-
tions. Trains and aircraft are
often late or subject to strikes,
making direct communication
less reliable than in most of
northern Europe. And city cen-
tre traffic can be horrendous.

Thus it is more than just
prestige which explains why so
many big Italian companies
have their own aircraft or heli-
copters. The Frankfurt busi-
nessman used to flying 400
kilometres to a city centre
meeting in Munich and back in
time for lunch had better think
again if contemplating a simi-
lar exercise in Italy.

To suppose that problems
with physical transportation
have spurred excellence in
voice or data communications
is to err. After years of neglect,
Italy's lamentable phone sys-
tem is only now starting to
benefit from huge investment.

That means a new business
can still wait weeks to get a
line installed. And great
patience is required even to
put an international call
through at peak hours. The les-
son is simple, foreigners who
have strings should pull them
hard, for even influence cannot
guarantee swift results.

Quer-
cy fully confirms the
old adage that, in Italy, it is
personal contacts that count.
And both Harf and Rimmington,
although responsible for local
enterprises of substantial-
ly different scales, agree
that their initiation was
greatly eased by the contacts
provided by existing local
operations or sister companies.

While an open door to good
lawyers and other specialist
advisers is a must, no amount
of specialists could have helped
Rimmington to set up a *societa*
a responsabilita limitata (Srl) -
the simplest form of limited
company in Italy - any faster
than the snail's pace at which
local bureaucracy operates.

It takes a new company two
months to get the all essential
omologazione - registration -
from the local registrar of com-
panies. During that time, the
new entity is in limbo. In Pen-
guin's case, Rimmington could
not employ staff, buy cars for
reps or even get stationery
printed since it must carry the
company's registration num-
ber.

Opening a bank account is
no easier; banks are forbidden
to set up an account until a
new company is registered.

Even personal finance can be
tricky. Banks will not open an
interest account without see-
ing the newcomer's *permesso di
soggiorno* - residence permit.
That takes weeks (and took
even longer until recently) of
hour-long queueing to obtain,
but now it is even longer since
the Government announced an
amnesty for the thousands of
illegal immigrants who are
now flocking into local offices
to regularise their status. Rim-
mington recalls having great
difficulty in cashing travellers'
cheques for more than £200 at
Milan banks.

For Rimmington, the most
important piece of advice is to
concentrate on personal mat-
ters during the weeks of
waiting. But, as she admits,
that is easier said than done.

While specialist firms do
exist to help outsiders deal
with "the nuts and bolts of
how to operate in this environ-
ment," according to Harf, not
all newcomers take the bait.
Penguin's tight budget meant
it stuck to its lawyers, rather
than turning to relocation
specialists, says Rimmington.

In such circumstances con-
tacts are worth their weight in
gold. According to Quer-
cy, French companies in Italy
have switched from buying
majority stakes in local firms,
to which they would second
expatriate management, to
accepting minority stakes and
retaining local management.

That partly reflects the
improvement in Italian man-
agement skills, he thinks. But
it also illustrates the greater
awareness among French com-
panies that Italians are "much
better at understanding the
complexities of local politics
and bureaucracy" than any
Frenchman.

While government
offices in Italy may
be less susceptible to
the use of personal contacts,
some banks are willing to
break the rules, especially for a
company with a prestigious
name, irrespective of its local
size. Sometimes, such can be
extended to the individual.

The country has a unique
blend of financial and legal
advisers, called *commercialisti*,
who can be well worth cul-
tivating. Though often just pri-
vate accountants, some
commercialisti are much more
than just number crunchers. If
well connected, they can be
invaluable middlemen in a
variety of deals, ranging from
small-scale mergers and ac-
quisitions to giving tips on how to
cut administrative corners.

The importance of contacts
in Italy helps explain the em-
phasis many foreigners place
on inter-personal skills,
and especially language. The
Italian tendency to stress the
individual, rather than the
company, in business relation-
ships can turn a knowledge of
basic Italian into a boon.



Having some language is a
prerequisite to grasping Italy's
bureaucracy, according to
Quer-
cy. And learning the lan-
guage was paramount for Harf,
given Benckiser's task of
rationalising its Italian ac-
quisitions and melding three sales
forces into one.

At a crucial first meeting of
the group's salesmen, he deliv-
ered a 20-minute keynote
speech in good, if not perfect,
Italian. Using his audience's
own language to describe
Benckiser - which at the time
was hardly a household name
for most of those present -
was an essential factor in set-
ting the tone for the two days
of intensive briefings ahead.

Once in business, contacts
are even more important. Italy
- and Milan in particular -
"is like a big village," says
Harf. Establishing a personal
rapport with a business part-
ner can be a boon in view of
Italy's sometimes fuzzy busi-
ness culture.

For north Europeans used to
making appointments weeks in
advance, the Italian habit of
often leaving matters to the
last minute, and then ringing
to confirm, can be strange.
Likewise locals' apparent lack

of embarrassment in cancelling
arrangements at very short
notice, or in not replying to
invitations. Even important
contractual details can be left
vague until very late in the
negotiations. "It's very hard to
get your hand around a deal,"
says Harf.

Confidentiality can also be a
problem. With "everyone
talking to the press," leaks are
common in larger transactions,
Harf reckons. He should know.
Dealing with the media was
one of Benckiser's hardest les-
sons in coping with its Italian
acquisitions.

Harf admits that he never
thought that making 500 work-
ers redundant would cause
such an outcry in the Italian
press.

In Germany such a step
would pass through the nor-
mal, time-honoured channels
of detailed negotiations with
the union. Eventually, there
would be a generous *sozial-
plan*, including assistance in
finding new employment and a
sizeable redundancy package.

Benckiser's Italian experi-
ence was altogether different.
Rather than one union, it
had dozens of not always
like-minded workers' represen-
tatives to deal with. Meetings
with the unions involved far
more people than the handful
Harf might have expected at
home; one mammoth session
involved about 150 people

against a likely five in Ger-
many, he says.

Political differences between
unions in Italy and the far
greater degree of inter-union
rivalry compared with Ger-
many also led to exaggerated
jostling for position among the
union officials, he says.

But the biggest shock for
Benckiser was the role played
by the media, which it wholly
underestimated. "The unions
even took a journalist into the
negotiations," Harf recalls.

Italy's volatile and specu-
lation-prone press is certainly a
far cry from the much more
sober German model. Better
handling of the media is one of
Benckiser's biggest lessons
from its Italian experience.

"We thought we could do it
while keeping a low profile,"
says Harf. "That hopefully
won't happen again." Benck-
iser has since gone on to
streamline its Italian activities.

But while Harf believes the
company may also have suf-
fered from an element of prej-
udice on account of its German
origin, Rimmington's experi-
ence with the media shows
that being foreign can provide
good, as well as bad, copy.

She is still amazed by the
degree of media interest in
Penguin's arrival, which far
exceeded anything she might
have expected back home. Pen-
guin now receives regular
enquiries from the state-owned
RAI television network for
material for arts programmes,
while one producer even
expressed regret at not know-
ing in advance about the com-
pany's launch party, which he
says he would have filmed.

Such experiences confirm
the widely-held view that, once
a budding company is free of
the red tape impeding its get-
ting started, Italy can be an
immensely welcoming and
even generous market to any-
one with ideas.

While Harf admits that
Benckiser's decision to expand
locally was largely an opportu-
nistic reaction to the fact that
Italy offered a rare chance at a
time when most European
detergent markets were
already sown up by the big
multinationals, he speaks
warmly of the market's growth
potential and brand conscious-
ness of Italian consumers.

And Rimmington mentions
an "incredibly welcoming feel-
ing" from customers in the
book trade. Long injured to the
maze-like ways of local bureau-
cracy, the bookshops "have
been wonderfully patient and
understanding" during Pen-
guin's gestation period, she
says. Even in Italy, it seems,
patience can have its rewards.

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FT LAW REPORTS

T takeover bidders have no case

Morgan Crucible Co v Hill Samuel Bank Ltd and others
Chancery Division: Mr Justice Hoffmann
July 24 1990

DIRECTORS and financial advisers of a company which is the subject of a contested takeover bid, owe no duty to bidders to take reasonable care in making financial statements on which they could reasonably rely, irrespective of whether their identity is known when the statements are made.

Mr Justice Hoffmann so held when refusing an application by the plaintiff, Morgan Crucible Company, for leave to amend its pleadings in a negligence claim against Hill Samuel Bank Ltd and seven other defendants.

HIS LORDSHIP said that on December 6 1985 Morgan Crucible announced a bid for First Castle Electronics plc.

At that date First Castle's recent published financial statements were its report and accounts for the years ended January 31 1984 and 1985, audited by accountants, and an unaudited statement.

The formal offer document went out on December 17. Hill Samuel advised First Castle. First Castle's chairman, Mr L. Smith, held the bid. He recommended that the bid be refused. Further circulars followed. All expressly or impliedly referred to the earlier financial statements.

On January 20 Mr Connor wrote to Hill Samuel "The next circular... will form the basis on which Morgan Crucible may decide to increase their offer".

A circular dated January 24 1986 forecast a 98 per cent increase in pre-tax profits. It included a letter from the accountants stating the forecast had been properly compiled, and a letter from Hill Samuel expressing the opinion that the forecast had been made after due and careful enquiry.

On January 29 Morgan Crucible increased its bid.

The successful contested bid was followed by disappointment and recrimination. Morgan Crucible said the accounting policies adopted in the pre-bid financial statements and the profit forecast were negligently misleading and

grossly overstated the profits.

Having paid about £50m for First Castle, Morgan Crucible now said it was worthless. If it had known the true facts, it said, it would never have made the bid. Let alone increased it.

A writ was issued on May 6 1987 against Hill Samuel, the accountants, Mr Connor and the First Castle board. The statement of claim alleged that the accountants and board were responsible for putting the financial statements into circulation, and that they and Hill Samuel were responsible for the profit forecast. They alleged that a duty of care was owed to Morgan Crucible as a person who would reasonably rely on them. The action was set down for trial in January 1991.

On February 8 1990 the House of Lords gave judgment in *Caparo (1990) 2 WLR 358*.

It decided that auditors who certified accounts for the purposes of the Companies Act 1985 owed no duty of care to a potential takeover bidder. It was not sufficient that it was foreseeable, even highly foreseeable, that a bidder might rely on the accounts. The House held there was no relationship of "proximity" between auditors and bidder to found a duty of care.

Morgan Crucible recognised that *Caparo* was a blow to the way its case was pleaded. It now applied to amend its statement of claim to raise an arguable case for the existence of proximity.

The proposed amendment said that announcement of the bid placed Morgan Crucible in a relationship of proximity, and the board and advisers then owed it two duties: first, to correct any inaccurate pre-bid statements on which it would reasonably have relied; and second, to take reasonable care in making statements in which it would reasonably rely.

Mr Justice Hoffmann said that announcement of the bid took Hill Samuel out of the *Caparo* principle and brought him within *Smith v Bush (1987) 2 WLR 790*.

In *Smith* the House of Lords held that a surveyor carrying out a valuation for a building society owed a duty of care to the purchaser, notwithstanding that the valuation was intended only for building society purposes. In a number of respects the situations in *Caparo* and *Smith* were similar.

First, the statements in both were obtained pursuant to statutory obligations - under the Companies Act in *Caparo* and the Building Societies Act 1986 in *Smith*.

Second, in neither case did the person making the statement have a wider purpose. Third, in both cases reliance by the plaintiff was very foreseeable.

Why then was the House willing in *Smith*, but not *Caparo*, to extend the duty of care in a statement of which the statutory and declared purpose was different from that for which it was used by the plaintiff?

The differences consisted in the parties' economic relationships, and the nature of the markets in which they operated.

First, Mr Smith paid for the survey. Although he had no contract with the surveyor, the relationship was akin to contract. *Caparo* did not pay for the audit.

Second, the typical plaintiff in a *Smith* type case was of modest means making the most expensive purchase of his life. The surveyor could protect himself by insurance. The takeover bidder on the other hand, was an entrepreneur taking high risks for high rewards, and while some accountants might be able to take out sufficient insurance, others might not.

Third, imposition of liability on surveyors would probably not greatly increase their insurance costs and push up the cost of surveys, because the typical buyer who relied on a building society survey was buying a relatively modest house. Takeovers on the Stock Exchange involved huge amounts, and the effect on accountants' insurance and fees were unpredictable.

If one had regard to the distinctions between *Caparo* and *Smith* it became clear on which side of the line the present case should fall. The defence documents, like the *Caparo* audit certificate and the *Smith* valuation, had a regulatory background in the City Code of Takeovers and Mergers.

It was clear from the Code that the purpose of the documents was to advise shareholders as to whether to accept the bid. There was nothing to suggest they were meant for the bidder.

None of the economic distinctions between *Caparo* and *Smith* justified extending the

duty of care to a person relying on the documents for a purpose beyond that contemplated by the Code.

The bidder had not paid for the information in the documents. It made no difference that bid and bidder were known rather than foreseeable when the documents were issued. Knowledge that a bid had been made was the limit on the scale of foreseeability. In *Caparo* the degree to which a bid was foreseeable was treated as irrelevant.

Nor did it matter that the documents and internal memoranda showed that the board and advisers contemplated that Morgan Crucible would react to the statements. It would seem odd that the existence of a duty of care, based on what was fair, just and reasonable, should depend on whether the defendants were sufficiently intelligent to appreciate the realities of the situation.

The case could not be distinguished from *Caparo*.

In a sense the reasons for denying the duty of care were stronger than in *Caparo*. In a contested bid the interests of the board and shareholders conflicted. The board's duty was to ensure that shareholders got as much as possible for their shares, and the bidder's interest was to pay as little as possible. To impose on the board and its advisers a duty of care owed to the bidder would put them in an impossible position.

If there was no duty of care to the bidder in respect of the defence documents, it followed there could be no duty in relation to financial statements previously published. Despite the proposed amendments the entire case based on negligence was bound to fail. The amendments were disallowed.

For Morgan Crucible: Stephen Saxe (Barrister Smith)
For Hill Samuel: Michael Brindle (Barrister Leighton)
For the accountants: Thomas Lowe (Barrister Lyde & Gilbert)
For Mr Connor: Leslie Kosmin (Reginald Porter Chamberlain)
For the board, executive and non-executives: Nigel Davies (McKenna & Co); Michael McLaren (Allison & Humphreys)

Rachel Davies

Note: In *Banque Financière de la Cité v. Skandia (UK) Insurance*, FT July 24, counsel for the plaintiff included Mr Hodge Molek.

TSB

TSB Trust Company Limited

DECISION
Newport 1987

PROJECT: Relocation and expansion of General Insurance Division.
CRITERIA: Up to 300,000 sq. ft. purpose built offices. 2,000 people. Ease of communication. Scope for expansion.

DC Gardner Group plc
International Banking Consultants

DECISION
Cardiff 1988

PROJECT: Establish new office to handle financial and human resource training.
CRITERIA: Good infrastructure. Fast communications with the City. High quality, inexpensive offices. Enthusiastic and adaptable workforce. Expanding financial centre.

N M Rothschild & Sons Limited

DECISION
Cardiff 1988

PROJECT: New branch office offering a full range of merchant banking activities.
CRITERIA: Fast growing local economy. Banking and corporate finance opportunities.

NPI

NATIONAL PROVIDENT INSTITUTION

DECISION
Cardiff 1988

PROJECT: Staffing and accommodation needs of a leading life insurance business with substantial growth plans.
CRITERIA: 77,000 sq. ft. offices. City centre site. 500 people. Quality environment. Strong local support. Communications.

BNP

BNP Mortgages

DECISION
Cardiff 1988

PROJECT: Expansion by the residential mortgages arm of BNP.
CRITERIA: Dedicated local staff. Excellent professional infrastructure. High educational standards. Quality of Life.

80,000 more reasons for relocating to S.E. Wales

Here it is. The attraction of South East Wales in graphic detail. According to recent research there could well be an extra 80,000 reasons for relocating to South East Wales.

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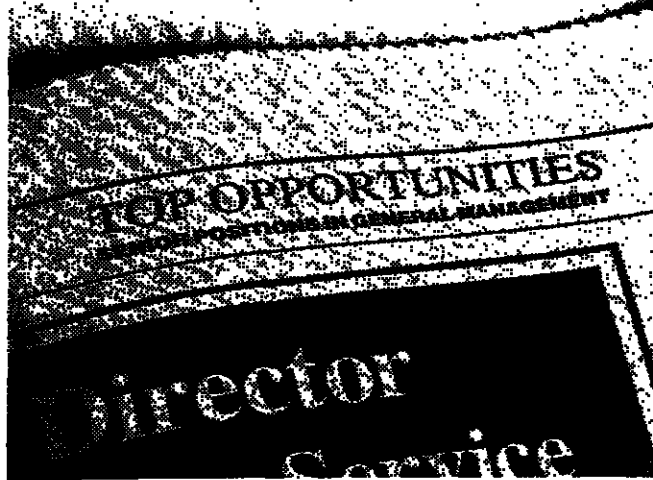
Alternatively, write to him in complete confidence at The Welsh Development Agency, Pearl House, Greyfriars Road, Cardiff, CF1 3XX.



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EUROPEAN OIL INDUSTRY

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15th October 1990

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FINANCIAL TIMES
EUROPEAN BUSINESS SURVEY

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B

Nationale Maatschappij
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guaranteed by
The Kingdom of Belgium
(of which US\$ 50,000,000 have been issued as an Initial Tranche)

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The interest payable on the relevant interest payment date, October 25, 1990 against coupon n°19 will be:
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and US\$ 5,190.97 per Note of US\$ 250,000 nominal.



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S.A. LUXEMBOURGEOISE

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KREDIETBANK
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GLOBAL GOVERNMENT
PLUS FUND LIMITED
Offer to purchase

Global Government Plus Fund Limited announced today that a total of 1,147,559 common shares representing approximately 10.07% of its outstanding shares had been tendered pursuant to the offer dated May 7, 1990 and which expired on May 28, 1990, made by the Company to purchase up to 25% of its outstanding common shares. Subject to the terms and conditions of the offer, the purchase price payable for each common share tendered and accepted by the Company for payment will be the net asset value of the Company on June 19 1990 divided by the total number of issued and outstanding common shares.

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To expedite your business contacts with Chile, Banco de Chile has opened a representative office in Frankfurt.

On June 18, Banco de Chile opened a representative office in Frankfurt to expedite your business contacts with the interesting Chilean market, offering you the reliability and experience of the largest private bank in Chile. Banco de Chile's Frankfurt office is operating in conjunction with the New York Branch and Banco de Chile's broad network of correspondent bank throughout the world, relying on highly qualified and specialized officers in foreign trade and investment transactions. Banco de Chile seeks to expedite your business contacts in Chile with the inauguration of a new representative office in Frankfurt.



Banco de Chile

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TECHNOLOGY

While reaction timers might seem more at home in science museums, a growing number of US companies are investigating modified versions for use in the workplace. In the past, drug and alcohol testing programmes have often been launched to confirm a worker's ability to perform potentially dangerous tasks like driving or operating heavy machinery.

But researchers have misgivings about the violation of privacy and about the effectiveness of these tests to measure impairment. Breathalyzers, for example, calculate blood alcohol content and generate a four-digit number, "but God alone knows what it means," says Ezra Krendel, professor of systems engineering at the University of Pennsylvania. "People are often seduced by numbers, but there is a great variation between individuals in how alcohol affects the ability to perform."

Recently, however, alternative techniques developed in the armed services and government departments have begun to find commercial applications. They are not diagnostic, testing alcohol or drug use, but rather directly measure someone's ability to perform a task. One of the most developed technologies was launched in late February this year by Performance Factors Inc from Alameda, California.

Its product, Factor 1000, consists of a software package run on a personal computer which has a specially adapted keyboard and a control knob. The user turns the knob clockwise or anticlockwise to try to keep a diamond-shaped pointer in the centre of the screen. The pointer randomly jumps to the left and right, at increasing speeds. When it finally hits a boundary on either edge of the screen, the turn ends.

Every morning when employees arrive at work they spend less than a minute running the test. The computer measures their performance, and compares it with their normal "baseline" score from previous runs. If it is significantly below the average, they get three more attempts to pass before being rejected for impaired ability.

"We measure psychomotor performance: the combination of eye, brain, muscle and hand co-ordination," says Todd Richman, vice president for marketing and sales. That makes it ideal for testing staff who would be driving, operating equipment, and handling materials, for example.

Andrew Jack reports on tests which measure a person's ability to perform dangerous tasks

Office safety net arrives for work

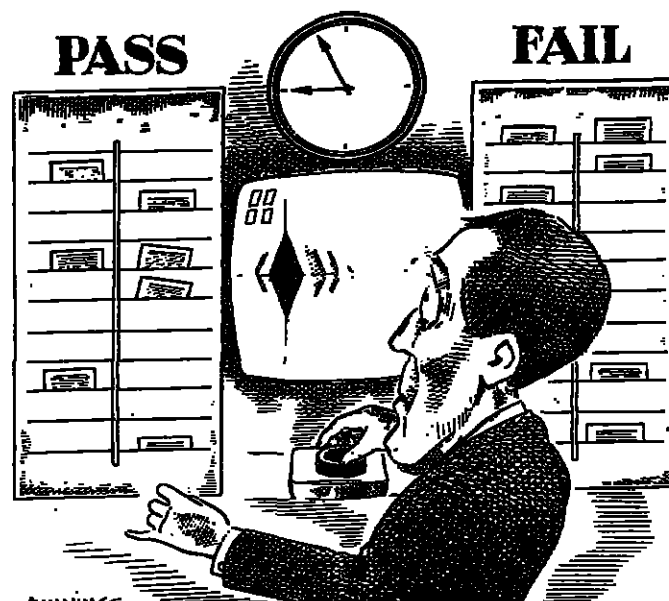
Don Harrison, vice president of Old Town Trolley which provides historical tours of San Diego, agreed to use the system on trial a year ago. He says he is delighted with its operation, and hopes that it can be used as a substitute for recent Department of Transportation guidelines currently on appeal, which mandate intrusive random drug-testing for drivers.

Only a handful of his 35 drivers have failed the daily test, in part, he suspects, because of its deterrent effect. Those who fail discuss possible reasons with a supervisor, and are given the option of going home or taking a less hazardous job for the day, such as dressing up in costume and appearing on the trolley as a character from San Diego's past.

"We have not found a single drug user," he declares. The company discovered that one person who could not pass had just broken up with his girlfriend - something a drug test would have never detected. "We want to find out whether someone is fit to perform their job, not whether they have used drugs," Richman points out. "Impairment may be caused by benign factors such as fatigue, illness or personal stress."

The technology behind Factor 1000 - known as critical tracking - was originally developed in the 1950s by Systems Technology Inc of Hawthorne, California, which has licensed it to Performance Factors. It was developed in collaboration with the US Air Force to test a pilot's ability to control an unstable aircraft, and measures a function of both their logical limitations and muscular abilities.

"It is not simply a reaction timer," stresses Krendel, who has worked with System Technology. "It demands a dynamic response, because the test characteristics are changing as the pointer moves around." Reaction timers, in contrast, are static and merely measure speed of response. Krendel also



says that, while it might be technically possible to establish absolute performance standards for a task, the test is designed to measure the relative performance of its users compared with their previous scores.

"There is no evidence that this measure of physical performance relates to cognitive performance," adds Krendel. "But it does indicate a general ability to do perceptual motor activity, and tests how someone responds in a situation with precious little leeway to see whether they can make an appropriate physical response." In the 1960s, NASA used a version in trials for the astronauts preparing to work in the Skylab space station. More recently, the National Highway Safety Administration adapted it for experimental use with convicted drunken drivers. As a condition of probation, they would have a device mounted on their car dashboard. If the driver failed, and started the engine anyway, the horn would honk once the car reached 10 mph. In trials Kren-

del conducted with Systems Technology, scores correlated closely with blood alcohol content. Factor 1000 costs approximately \$1,000 to install, and up to \$200 a year per employee to maintain through an annual service agreement. That compares favourably with more than \$70 for a single confirmed drug test for each worker, claims Richman, and gives an instantaneous result after a short test time, while urine analysis takes several days. The company has recently signed up the distribution operation of a major toy retailer and the explosives production unit of a defence contractor.

Other performance tests are also available. David Vinson, president of Factor Inc, has spent his academic life researching nerve physiology. Factor's AL6 system uses a modified laptop computer, which runs two separate tests over 20 minutes. They are designed to examine cognitive ability rather than physical reaction, by testing eye move-

ment scanning and what Vinson calls "mental time sharing." Like Factor 1000, the tests reflect the environment for which they were developed: a pilot's ability to read and react to cockpit instrumentation.

In the first test, a sequence of numbers in the range 0 to 9 appears randomly on the screen, one in each of nine boxes in a grid; the user has to identify which digit is missing. In the second, the cursor lingers briefly in each box, sometimes leaving it blank and at other times inserting a number from the range, so that only five digits are used in total. The user has to remember which digits were displayed and in which boxes.

Even experienced pilots score only just over 50 per cent, says Vinson. The measurement indicates their ability to organise information, and tests their fitness for duty by comparing the pilot's score with both their own average and an absolute measure required for the job. Baselines are drawn from thousands of measurements taken over years of experimental trials.

AL6 is leased for \$13,000 a year, and is used by Hawaii's Aloha Airlines, and in Canadian aviation. Vinson says the US Air Force conducts performance testing, but with "antique methods developed in the 1940s which are totally unrelated to the nervous system." He claims that the Air Force refuses to adopt his system because of a protective "not invented here syndrome" mentality. Others cite Vinson's lack of strong marketing efforts, since he does not want to reveal too much about the system for fear of plagiarism.

A third system is Delta 2000, created by the Alexandria, Virginia-based Essex Corporation. Drawing on a series of US navy psychological tests designed to measure the effect of motion sickness, Essex has assembled a battery of 30, including half a dozen core tests which take five minutes to perform. Each has been scrutinised through repeated examinations to ensure that they work repeatedly over time.

"They test cognitive ability, spatial awareness and motor speed," says Bob Kennedy, director of the company's human performance laboratory. "It is inconceivable to me how using the tests could not increase production." The company has already sold experimental versions of its tests to scientific groups, including the Royal Navy. With the rise in drug testing, it is now examining commercial markets.

The power play of a new PC

HOLDING on to its lead in the personal computer performance sweepstakes, Compaq Computer this week launched what it claims is "the world's most powerful personal computer", writes Louise Kohoe.

Priced at \$14,000 (£8,000) to \$20,000, the Deskpro 486/33L is also one of the most expensive PCs on the market. Compaq's PC is based on the latest version of Intel's 486 microprocessor and is 50 per cent faster than IBM's top of the line PS/2, the company claims. It is designed for use in intensive applications such as computer-aided design, scientific analysis and financial modelling.

The 486/33L also represents a challenge to computer workstations from manufacturers such as Sun Microsystems and Digital Equipment. Compaq's ability to capture a share of this highly competitive segment of the computer market may, however, be hampered by its reliance upon computer dealers more accustomed to selling lower-priced machines.

While the performance of PCs and workstations overlap, the channels of distribution and applications software remain distinct.

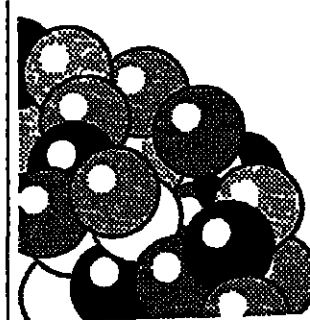
Efforts by PC manufacturers such as Apple Computer to make an impact in the engineering workstation market with very high performance PCs have so far met with limited success.

From A to Z in eastern Europe

IT is relatively easy to visualise the problems of re-writing software developed in England or the US for sale in the French or German market - a number of accents have to be added to letters used in those languages.

Try, then, to imagine the scale of the problem for software designers wanting to sell their wares throughout eastern Europe, with the diversity of alphabets and characters. In Yugoslavia alone, for example, software is written using more than 30 different "code pages" - the sequence of letters, and graphic characters that appear on the screen.

Until now there has been no common way of writing software, but the task should prove easier following agreement between a clutch of major hardware and software



WORTH WATCHING

By Della Bradshaw

suppliers on a common code page IBM's Code Page 852. The agreement is between such big names in the West as IBM, Microsoft, Ashton-Tate, Lotus and Hewlett-Packard, as well as companies such as MSP, of Warsaw and Novotrade of Budapest. The standard will mean one software package can be sold and used in Czechoslovakia, Hungary, Poland and Yugoslavia. The Soviet Union has its own code page, agreed upon earlier this year.

Plants resist fungal attack

AN increased shelf-life for fruit and vegetables as well as more resilient oil and grain crops is the promise of a technique now patented for protecting crops from fungi.

The process, developed by DNA Plant Technology, of Cinnaminson, New Jersey, uses chitinase, an enzyme which breaks down chitin, a substance found in the cell walls of many fungal growths.

The chitinase gene is extracted from a soil bacteria and then engineered into the plant itself to make it resistant to fungal attack. This genetic engineering is intended to replace fungicides for clearing the soil and treating plants and harvested fruits. Use of such chemicals costs more than \$1bn annually on a worldwide basis.

Steam joins the fast track

STEAM production smacks of 19th century technology rather than a process for the 21st. But a means of producing steam almost instantaneously could make its use more economical in industries as diverse as food processing, plastics and textiles.

The technique, developed by Cubit of Warwick, can turn cold water to steam in less than three minutes. The system works by pumping cold water through a sieve-like device, which divides it into tiny droplets. When the fine spray hits the heat exchanger it is turned into steam.

Because the process is so rapid, the steam can be produced on demand, without the need to have a boiler kitting during slack periods.

The Cubit system runs on oil, gas or liquid petroleum and can produce hot water through to super-heated steam up to a capacity of 5,000lbs per hour.

Computers are put to the test

HOW do you know if your company's personal computers are being used to their best advantage? A software package from Brender Management Services (BMS), of London, could help find the answer.

The package can tell, for example, which PCs are used too infrequently - so that some machines can be shared. Or it can show which software is well used or not used at all - allowing the company to cut back on software licences.

The Personal Computer Resource Management Service software can be loaded on to the PC via a floppy disc or computer network. The results can be either read from the screen or sent to a database. BMS is licensing the package and providing consultancy to help interpret the data.

Maps don't mind a spot of rain

WHEN you unfold a map in the pouring rain and it is reduced to pulp, the inevitable question is why no one has made a waterproof map.

Now Press Polish Printing, of London, has. It has printed a colour map on to a soft pliable plastic, which is both tough and flexible.

The first map is of "Top leisure and theme parks in Britain", but other maps, and eventually cookery books or car service manuals, could be made in the same way.

Contacts: Compaq: US, 713 370 0670; Ashton-Tate: UK, 0753 27262; DNA: US, 415 547 2335; Cubit: UK, 0225 451968; BMS: UK, 071 491 7814; Press Polish: UK, 011 753 7745.

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THE PROPERTY MARKET

Pendulum swings back to Barclays

By David Lascelles

Barclays Bank is both the UK's largest clearing bank and its largest lender to the property sector. At the end of last year, it had £1.3bn of property loans on its books, equivalent to about 3 per cent of its total UK loans.

With the sector showing severe signs of strain, how is Barclays bearing up? The bank's UK corporate division manages the property portfolio from offices behind the Royal Mint near the Tower of London. It is run by Mr Sinbad Coleridge, Mr Peter Scott, its corporate finance director specialising in property.

"We anticipated two years ago that the market was in for a rough time," said Mr Coleridge, "so we started taking a much tougher line towards speculative lending in housing and property development." This was not immediately reflected in any marked slow down in Barclays' property lending, though. This advanced by 40 per cent last year, only slightly below the previous year's 49 per cent rise. But the peak in growth was November 1987, since when it has fallen steadily, and is now smaller than Barclays' peer banks, though Mr Scott adds that it would be wrong to think of Barclays shutting off the tap. "We are most emphatically not out of the market," he says.

Quite what this growth means for the quality of Barclays' property loan book will become evident on August 3 when it publishes interim results in which analysts expect to see some provisions. But Mr Coleridge sounds a reassuring note. "A number of property companies have got into difficulty. Hopefully we have avoided most of them, though not all. We believe the quality of our portfolio will stand serious examination."

Scott sees the problem in terms of four types of risk: planning, completion, letting and refinancing. Underlying each is the quality of the management of the property company. Barclays has been tightening up terms of its financing, for example by insisting on rental deficiency guarantees or reducing the loan-to-value ratio, and it closely monitors the behaviour of investment institutions to keep abreast of refinancing prospects.

But how bad are things in the market? Mr Coleridge says: "I have few doubts that the balance of the market is not as dangerous as it was in the great property crash of the 1970s. All the players - the banks and the property developers - are more aware of the risks, and this time round they are better hedged."



Sinbad Coleridge, left, and Peter Scott: fast and flexible

Mr Scott mentions other factors: that occupier demand has not vanished, that property companies are less heavily geared (only 30 per cent versus 55 per cent in the 1970s) because managers are more sensible, and developers are less exposed to floating rate debt and therefore relatively more immune to high interest rates - at least for a time.

Mr Scott's main worry is not the decline in rentals, but the buying strike by institutions, because this has choked off fundamental demand in the market. He points out that there is now £24bn of finance out against property develop-

ment, of which a third has no tenants or buyers. Institutions would rather earn 15 per cent on their cash deposits than invest in property when yields are still rising.

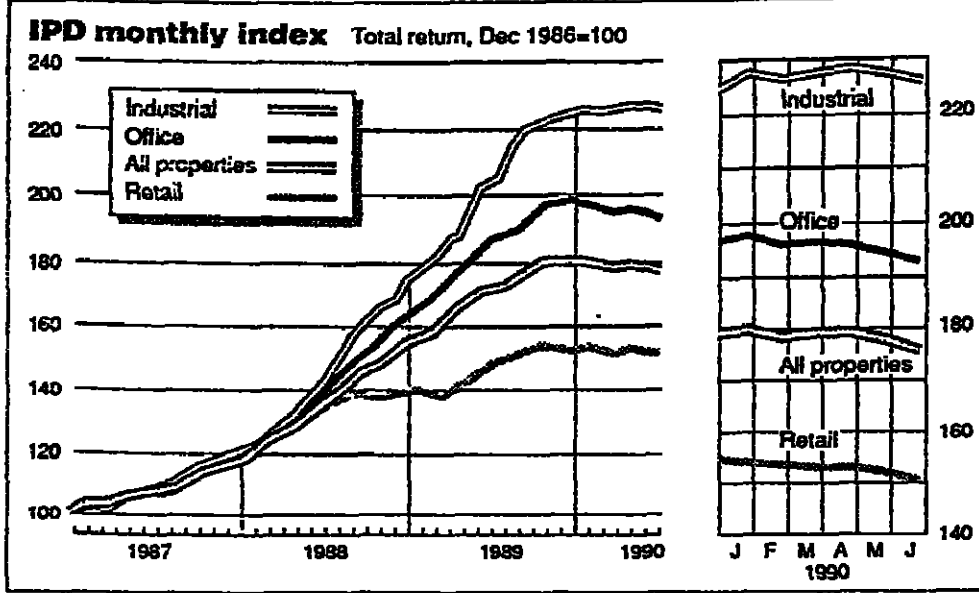
How long can all this go on for? Possibly quite some time. Mr Scott says: "We're not yet at the bottom of the cycle. There are some signs of bottom fishing, but we could be bumping along the bottom for as much as two years." He thinks the upturn will come when you can see sterling money market rates falling to 10-11 per cent within six months. But there are some encouraging signs. Occupier demand

for new space is still strong, particularly for buildings with high-tech specifications and good vehicular access. Institutions are also buying some prime shops and office space. Although the vogue for large dealing rooms in the City has died down, it has been replaced by demand from professional firms - which like cellular lay-outs. Parts of London where supply is restricted by planning constraints or other factors - the West End - are also strong.

Outside London, Mr Scott cites Leeds, Manchester, Birmingham, the Guildford area (though not Bracknell) as being attractive.

He even thinks Docklands "could become interesting again" as yields creep up. If you take the view that Docklands rents could eventually rise to 80-90 per cent of City levels, there is a lot of upside potential at present levels. But asked whether Barclays would participate in the forthcoming refinancing of Olympia & York's Canary Wharf project, he stalls: "It depends..."

One of the big changes in property finance has been the growth of new techniques, particularly on the investment banking side. For Barclays, this has meant a close involvement with Barclays de Zoete World, its five-year-old invest-



The dramatic collapse of property returns - 0.8 per cent in June, the lowest monthly return this year - is due to lengthening yields and cooling rental growth

ment banking arm. Mr Scott says that important innovations, such as deep discount bonds and convertible mortgages, are enabling companies to raise lower cost money in the early stages of a project, in return for a greater financial cost, or parting with some of the equity later on.

Mr Coleridge says: "The key is to be fast and flexible and responsive - not just to say yes or no, but ask 'what if...?' When times are hard, it puts a strain in relations between banks and their customers. So what is it banks look for in their clients in such times?"

Mr Scott replies: "The relationship is very important. It's management you're dealing with. We like a company with a track record of successful projects. There are a lot of prima donnas and one-man bands. But we like companies that can keep a team together."

Mr Coleridge says bankers like their customers to take them into their confidence about their long-term plans because that gives a better feel for what will happen. Banks want to feel they are involved in "strategic lending" rather than one-off deals. For Mr

Scott, it is also important not to look at any property project in isolation, but in terms of a company's total activity.

None the less, that has not prevented good developers from exploiting the intense competition that has existed among would-be lenders at the top end of the market. "They throw out sprats," says Mr Scott. He thinks the final phases of the Broadgate development in the City probably marked the furthest extent to which the pendulum swung in the borrowers' favour. Since then, tougher times have brought it back again.

U.B.R. APPEALS

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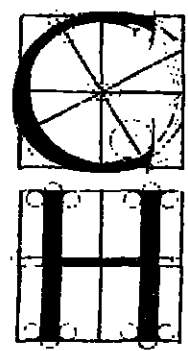
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FINANCIAL TIMES
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Arts Week

F S Sa Su M Tu W Th
27 28 29 30 31 1 2

EXHIBITIONS

London

The Royal Academy. The 222nd Summer Exhibition - the oldest established and largest open submission exhibition in the world, though with only 1,300 assorted works of painting, sculpture, architecture and the graphic arts, it is somewhat smaller than usual. Sponsored by the Dai-ichi Kangyo Bank.

The Tate Gallery. On Classic Ground - a large exhibition devoted to French, Italian and Spanish art of the first four decades of the century. It includes work by Matisse, Picasso, Braque and other established masters of the period but also much that is fresh and unfamiliar by the less well known, if no less deserving. Sponsored by Reed International.

Paris. Carte musées et monuments sold in museums and metro stations enable visitors to avoid queues at 60 museums and monuments, including the Louvre, Musée d'Orsay and Versailles.

Centre Georges Pompidou. Andy Warhol. Some 200 works retrace the career of the multi-faceted artist who became one of the main representatives of American Pop Art and part of the *Underground Culture* scene. His acrylic paintings inspired by comic strips, his series of Coca-Cola bottles and Campbell's soups, of film stars and political celebrities express an important aspect of contemporary vision. Projections of Andy Warhol films complete the exhibition. Beau-bourg. Closed Tue (42771233).

Picasso Museum. The 17th century Hotel Sale, sumptuously restored, provides a fitting home for the world's largest collection of Picasso's work. It comprises 233 paintings, 158 sculptures and more than 3,000 drawings and engravings. 16 collages and 88 pieces of ceramics. It is completed by Picasso's own collection of paintings by his friends, such as Braque and Matisse, or by artists he admired - Renoir, Cézanne and Rousseau. (42712421).

Galerie d'Art Saint Honoré. A Flemish 15th century retablo. Around a large-sized 15th century Adoration of the Magi painted by an anonymous artist who combined to great effect northern realism with more than a dash of Italian mannerism, Monika Kruch assembled other works of religious inspiration. (43601506), open Mon-Fri. Bagatelle Chateau and Trianon. Vienna 1815-1848 - the Biedermeier period. Vienna's museums have lent some 250 pieces of furniture, porcelain, paintings and objects d'art for an exhibition of the style which expressed the Austrian capital's changed mood after the turmoil of Napoleonic

war - the Biedermeier style. Bois de Boulogne. Ends August 15 (45012010).

Martigny

Fondation Pierre Gianadda. Modigliani. Some 60 oils, as many drawings and some sculptures form an important retrospective of the Italian-born artist living at the beginning of the century in the feverish atmosphere of Montparnasse and Montmartre. Open all days. (26/225978).

Brussels

Palais des Beaux-Arts. Selective Affinities: Paul-Armand Gette and Rene Magritte. Closed Mondays. Ends August 12. Musée Royal D'Afrique Centrale. Idel Lanchelevici - drawings of Africa. Fondation pour l'Architecture. Bruxelles Ville d'Architecture 1890-1958.

Antwerp

Rembrandt. Bugatti and Belgian Animal sculpture (1890-1930) closed Monday. Ends July 29.

Rome

Galleria Nazionale d'Arte Moderna. Fabrizio Clerici retrospective: drawings and paintings, which move from a group of baroque drawings of Naples to intricate metaphysical works in pastel shades which manage to be simultaneously restful and stimulating. There are also references to Signorelli's apocalyptic frescoes at Orvieto, and the 19th century romantic Boecklin.

Florence

Palazzo Vecchio. The age of Masaccio. 109 works by painters and sculptors who worked in Florence in the golden years between 1401 (the date of Masaccio's birth) and 1440. Included are frescoes, sculptures and drawings by Paolo Uccello, Beato Angelico, Brunelleschi, Ghiberti and Filippo Lippi, and four paintings by Masaccio himself.

Venice

Palazzo Ducale. Titian. Exhibition marking the 5th century of the painter's birth, is the largest for over 50 years. More than 70 paintings are on show, lent by American, Russian and European museums.

Bologna

Galleria d'Arte Moderna. Giorgio Morandi retrospective. More than 200 works lent by Italian and foreign museums celebrating the centenary of the painter's birth. Limiting himself almost entirely to still-lives and landscapes inspired by the countryside around his native Bologna, Morandi has been described as the painter of silence.

Mannheim

Städtische Kunsthalle. Emile Bernard, a painter always in the shadow of Van Gogh and Gauguin is honoured with a retrospective of 170 early paintings. Ends August 5.

Essen

Villa Hugel 15. St Petersburg around 1800. With 555 pieces on loan from Leningrad's state Her-

mitage Museum, the exhibition details the developments of Russia from a great empire to a European power. St Petersburg was the residence of Peter the Great and acted as an intermediary between east and west. The exhibition covers the period from the 18th to the 19th century of Tsars Paul I (1796-1801) and Alexander I (1801-1825) in its role as the political, intellectual and economic centre of Russia. This unique show gives a clear, varied view of the historical importance of the period of the Russian empire, with paintings, furniture, sculptures, costumes and porcelain.

Leipzig

Museum der bildenden Künste. Max Beckmann (1894-1950), pictures from 1908-1950. Born in Leipzig, the painter taught in Frankfurt's Städelschule from 1917-1930. In this exhibition are works from all over the world, including the renowned Synagogue and his final painting Behind the Stage.

New York

New York Public Library. More than 125 documents of the Abolitionist Movement, including photographs, letters and rare books. Museum of Modern Art. The first retrospective in America in 25 years marks the 80th birthday of Francis Bacon with 60 works dating back to his figure studies of the 1940s. Museum of Modern Art. Modernism in the 1930s and 1940s during the critical period of his Moroccan stay.

Washington

National Gallery. More than 90 prints by Edward Munch show the Scandinavian artist at his most colourful and prolific, mining his familiar emotional themes of anguish, jealousy, death and loneliness. Hirshhorn Museum. Paintings, drawings and sculptures from the Bay Area figurative movement of the 1950s and 1960s. National Museum of African Art. The national tour of artistic and religious objects, much of it sculpture, encompasses nine centuries of Yoruba civilisation.

Chicago

Chicago Historical Society. A House Divided. America in the Age of Lincoln. Documents, mementos and personal effects of the Great Emancipator. Art Institute. Monet's series paintings, including Haystacks, Poplars and Rouen Cathedral, all from the 1890s.

Tokyo

Telen Museum. Perfume Bottles by René Lalique. What better venue than this former imperial residence whose main doors were designed by Lalique and whose Art Deco interior must be rated one of the finest in the world. Closed on alternate Wednesdays. Bankamura. The Museum. 500 Years of European Art. Loan exhibition from the Pushkin Museum, Moscow, especially strong on post-Impressionists, whose work was seized by the state after the revolution and revived for its "decadence".

ARTS

THEATRE

London

Anything Goes (Prince Edward). Cole Porter's slyly ocean-going 1930s musical has four or five marvellous songs and Louise Merman. Jerry Zak's desperately bright production comes from its understating fare (071 734 8561, cc 071 836 2428). **Jeffrey Bernard is Unwell (Apollo).** Tom Conti is the alcoholic journalist who embodies a Faustian, nay-saying life force while committing public suicide by vodka. Keith Waterhouse has stitched a fine play, the season's highlight, from Bernard's own writing. Ned Sherrin directs. James Bolam takes over on Monday (071 437 2683). **Aspects of Love (Prince of Wales).** Andrew Lloyd Webber's latest is an intimate chamber opera derived from David Garnett's 1955 novella. Musically interesting and well directed by Trevor Nunn, a cast of unknowns perfect the right sense of sympathetic insouciance. A probable, but unspectacular, hit (071 889 5972). **Shadowlands (Queen's).** Four-tissue vesper about the love affair between crusty Oxford writer C.S. Lewis and the cancer-riddled American poet Joy Davidman, which pushes Nigel Hawthorne and Jane Lapotnik into the awards stakes. William Nicholson's play is irresistibly emotional. Edith Maslin's direction is superb. Jane Alexander takes over on Monday (071 734 1166/071 439 3949). **The Wild Duck (Phoenix).** Peter Hepp's revival of Ibsen's tragic-comedy champions the great Norwegian's humorous potential. Alex Jennings, David Threlfall and Nichola McAuliffe head the cast (071 240 9661). Ends August 11.

OPERA AND BALLET

London

Covent Garden. The Royal Ballet plays *Swan Lake* today and tomorrow and *Romeo and Juliet* on Monday and Tuesday; there follows a quadruple bill which will include the first performance of two new ballets and a pas de deux featuring Irak Mukhamedov (Bolshevik star and now a member of the Royal Ballet) on Wednesday. Coliseum. English National Ballet ends a season on Saturday with a performance of *Olegin*.

Bayreuth

Once again, Bayreuth will be the centre of attraction for Wagner fans, appearing from all parts of the world to attend the special atmosphere on the "green hill". This year's festival opens with the premiere *Der Ring des Nibelungen* in Dieter Dorn's production, conducted by Giuseppe Sinopoli, with two Bayreuth debut singers: Elisabeth Connell as Senta and Barbara Bornemann as Mary. The cast includes Bernd Weikl in the title role, Renner Goldberg (Erik), Clemens Bieber (Steinmann) and Hans Sotin (Wotan). Wolfgang Wagner's 1989 production of *Parsifal* will be sung again by the acclaimed William Pahl, in the title role, and conducted by James Levine.

Abend Person Singular (Whitehall). Robust revival of early Ayckbourn comedy, directed by the master himself, about three couples at Christmas in three kitchens over three years. Moira Redmond, Richard Kane and Lavinia Bertram on film. Ayckbourn's early bleakness (071 887 1119). **Henry IV (Wyndham's).** Pirandello's cast's cradle of fantasy and reality, identity and time, the sobriety of which belies its production high jinks. Sarah Miles left the cast, but Richard Harris stayed to give a star performance as the nobleman who thinks he is an 11th century king (071 887 1115).

New York

Garbo (Wyndham's). The Steppenwolf company's interpretation of the Steinbeck epic novel has taken a long time to reach New York from Chicago; the wait was worth it, with the 1930s brought alive in its squalor as well as its test of human strength. Gary Sinise as Tom Joad stands out in Frank Galati's adaptation. **Gypsy (St James).** This 30th anniversary production does more than revive a rich, vivid musical; it also introduces a new belief in the Mercurian tradition. Type Daily, as the bossy, tireless and toneless Rose. (246 0102). **Grand Hotel (Martha Beck).** Tommy Tune, Broadway's present musical doctor, directs this remake of the Carbo film to shake the bones of this inert depiction of lives criss-crossing in an elegant, but somewhat random setting (246 0102). **Sweeney Todd (Circle in the Square).** An intimate production of theondheim-Wheeler musical in contrast with the elaborate original a decade ago emphasises the descent into madness of Bob Gunton as the demon barber of Fleet Street (233 6200).

Jerome Robbins' Broadway (Imperial). Anyone attracted by the notion of three hours of film trailer previews will adore this compendium of Robbins' directed and choreographed plays of the past 40 years, including *On the Town*, *West Side Story* and *Gypsy*. **Cats (Winter Garden).** Still a sell-out, Trevor Nunn's production of T.S. Eliot's children's poetry set to music is visually startling and choreographically felicitous (239 8382). **Les Misérables (Broadway).** The magnificent spectacle of Victor Hugo's majestic sweep of history and passions brings to Broadway lessons in pageantry and drama (239 6200).

Chicago

Steel Magnolias (Royal George). Ann Francis and Marcia Rodd play the leads in this view of southern life from under the dryer in a busy understating establishment (356 9000). **The Gospel at Colonus (Goodman).** The season concludes with a visit from this spirited version of Sophocles, set in an Afro-American Pentecostal church. Ends Aug 12 (443 3800).

Tokyo

Kabuki (Kabuki-za). Performances this month feature mainly younger players. The highlight of the matinee at Iwan is Meigetsu Hachiman Matsuri, about a country bumpkin hood-winked by a witty courtesan. The 4.30pm performance includes a popular ghost story, a genre that is believed in Japan to chill away the summer heat! Earphone guide in English and English-Japanese programme. Opens August 2 (541 5131). **Noh (National Noh Theatre).** Double bill of the Noh play, *Tori-O-Sune* (The Bird Scarens) and a Kyogen comic interlude. (Wed at 1pm) (423 1391).

of Puccini's Tosca by Luigi Squarzina, with excellent sets by Giovanni Agostinucci, conducted by Daniel Oren. Also Carner conducted by Daniel Nazzari, with Grace Bumbury and Veriano Lucchetti and *Aida*, with Maria Chiara, Fiorenza Cossotto, and Nicola Martinucci (266517).

Palermo

Teatro di Verdura di Villa Catteruova. Filippo Crivelli's production of Imre Kálmán's *La Principessa della Caranda*, conducted by Karl Martin, with Elena Zilio, Walter Dornat and Silvia Baleani (564834/5694137).

New York

New York City Opera. The season opens with *Le Nozze di Figaro* to John Copley's production conducted by Scott Bergeson with Maureen O'Hagan as Susanna and Dean Peterson as Figaro. Mark Glick conducts *Madama Butterfly* in Frank Corcoran's production with Elizabeth Holligan in the title role and Stephen O'Mara as Pinkerton. New York State Theatre, Lincoln Center (307 7171).

Washington

Australian Ballet. Performances of *Spartacus* alternate with *Suite in Blue* and *Choreo*. Kennedy Center Opera House (467 4600).

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ASSETS	DM '000
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Tangible fixed assets	147,585
Investments (held as fixed assets)	3,383
Stocks	97,928
Debtors	177,746
Investments (held as current assets)	7,760
Cash at bank & in hand	44,706
	<u>479,216</u>

PROFIT & LOSS ACCOUNT

	DM '000
Turnover	590,220
Increase in stocks of finished goods	21,310
Own work capitalised	2,364
Other operating income	87,436
Purchase of raw materials and consumables	323,514
Staff costs	217,488
Depreciation of fixed assets	26,844
Other operating charges	87,755
Net interest receivable	2,383
Profit on ordinary activities before taxation	48,111
Extraordinary charge	5,100
Tax on profit on ordinary activity	20,889
Minority interest	3,491
Profit for the financial year	<u>18,631</u>

Shareholders funds at DM 168.5 million represent 35% of Balance Sheet Total. With a sound financial structure and continuing growth in demand for our products, GILDEMEISTER expects to stay on course for growth. We are forecasting turnover of nearly DM 800 million for the current year.

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FINANCIAL TIMES

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Friday July 27 1990

The ICL deal and Europe

THERE IS an obvious temptation to view Fujitsu of Japan's impending acquisition of ICL, the largest British-owned computer maker, as another case of UK industry surrendering to superior international competition. On the continent, furthermore, the deal has been deplored as a blow to European efforts to strengthen its position in information technology. However, both interpretations appear unnecessarily gloomy.

ICL has made an impressive recovery since its near-collapse in 1981 to become Europe's most profitable computer company. However, if it is to continue to grow, it needs a strong partner. STC, its current owner, lacks the means or will to support the company's ambitions. A merger with another European computer maker might seem an appealing option. But ICL's efforts to team up with Olivetti of Italy and Nixdorf of West Germany led nowhere. In any case, mergers of equals in the same sectors have had a mixed record in Europe, partly because they have too often combined companies with the same weaknesses.

As well as allying ICL with a financially and technologically powerful group, a deal with Fujitsu offers several advantages. The companies have collaborated closely at a technical level, and Fujitsu's strengths in electronics hardware neatly complement ICL's expertise in software and systems integration. The acquisition also promises to give the British company much-needed continuity of ownership by a parent committed to long-term international expansion.

Cultural differences

However, skill and patience will be needed to realise these potential benefits. Japanese companies' experience with foreign acquisitions is limited, and the cultural differences between them and western business remain wide. The gap has been bridged successfully at many Japanese-owned assembly plants in the west. But creating a satisfactory management relationship with an established foreign concern poses a stiffer challenge. To centralise most important decisions at headquarters — a ten-

dency among Japanese companies — would invite disaster. Fujitsu is, presumably, aware of the risks. Much of ICL's value lies in its engineering creativity, which would suffer if the company were simply milked of existing technology or subjected to heavy-handed treatment from Tokyo. Fujitsu's own commercial interests in Europe should also give it a strong incentive to show that ICL can prosper under Japanese ownership.

European failings

The case made against the deal is that it is a betrayal of Europe's quest for technological independence. Yet in spite of extensive restructuring, subsidies and trade protection, much of European-owned electronics manufacturing remains weak and only marginally profitable. But ICL's efforts as consumer electronics and semiconductor, the industry's record of product innovation and marketing still lags Japan, while the crisis at Philips of the Netherlands raises serious questions about managerial competence.

Furthermore, Europe has failed to make the most of its strengths in software and systems, where it has a clear comparative advantage over Japan. Valuable talent has been tied up in commercially unproductive defence work, while national telecommunications monopolies have stifled the growth of innovative information services. Europe's information technology industries would gain much from policies which stimulated the growth of dynamic, competitive markets in these areas.

But in the longer run, other manufacturers may have little choice but to follow ICL in turning to Japanese — or American — partners to supply hardware, technology and capital. Such alliances, provided they are properly structured and managed, offer a more promising way to build up a strong technological base than continued reliance on subsidies and trade protection which hurts consumers. It is more important that Europe's economies have access to the most advanced electronics products and technologies than that the producers of them be European-owned.

Little progress in Gatt talks

THIS WEEK'S Uruguay Round meeting in Geneva has not produced tangible breakthroughs, but it has left an inescapable message. The critical moment has now arrived. If they want a successful and substantial outcome after four weary years of negotiation, governments must resolve their differences quickly and decisively.

Mr Arthur Dunkel, director-general of the General Agreement on Tariffs and Trade made this plain in his uncharacteristically blunt language of his summing up, in which he rightly warned that the Round was now behind schedule. He told the leading trading powers to stop "playing hide-and-seek" and get down to business.

Wide differences remain in almost all the principal areas under discussion. Final agreement is still possible, but only if all participants adhere in good faith to the timetable that has now been set out for completing the Round by December.

Agreement on the basis for reforming world trade in agriculture and textiles is among the most urgent requirements. The first will oblige the EC to accept the need for specific policy commitments; the second will require the US to back away from its unpopular demand to restrict textile trade further through the imposition of global quotas.

These are political decisions, because they will limit future room for policy manoeuvre. They cannot be taken by the senior civil servants who have dominated the trade negotiations so far, unless they receive a more flexible negotiating mandate.

Preparing for change
For example, the US wants to free trade in services. It must be clear to President Bush that he will fail in this objective unless he can muzzle his shipping lobby. Some evidence of a more statesmanlike approach emerged in Tuesday's meeting of EC farm ministers in Brussels, which accepted the need both to prepare farmers for change and to flesh out the Community's commitment to agricultural reform.

Yet the decision by the US and EC to express all discussions of substance in Geneva

this week has understandably infuriated many other participants and not only those from developing countries. Complaints also came from industrial countries such as Switzerland and Austria, as well as from eastern European countries who are embarked on far more courageous reforms of their own.

Close to failure

Two arguments were advanced for stifling the debate in this way. One was that it was dangerous to risk an unseemly row so soon after the positive message from the Houston Summit. The other was that opening up substantive debate would only deepen existing disagreements and so set the process back still further. These extraordinary arguments go to show how close the Round is to failure.

When they consider the concessions they must make to set the Round back on the road, ministers, including heads of government, will have to ask themselves a question: do they want to be remembered for having wrecked the trading system that helped produce the prosperity which brought so many of them into office?

The leading industrial powers must also not forget that they cannot just ignore the needs of developing countries. The Gatt is no longer a club for the rich alone. There can be no agreement on liberalising trade in services or on tighter protection of intellectual property rights, if the US and EC are not prepared to open their markets to developing country farm products and textiles.

Japan, which has so far made few serious concessions of its own, also has a key role to play. Its rice import ban must be put on the table, and its public procurement comprehensively liberalised.

Despite the complexity of the agenda, an agreement is still within reach. All that is required is political will. If world leaders fail to summon up that will, they will have scored the first big failure in a decade that opened with great promise. The consequences of that failure, in terms of lost economic growth and commercial conflict, would endure well into the next century.

David Goodhart and Andrew Fisher on the rebuilding of the East German economy

Only the most naïve East Germans expected a significant improvement in their country's economic fortunes within weeks of the currency, economic and social union with West Germany on July 1. None the less, the many Germans, East and West, who had hoped that on that day the starting pistol would crack and many of the obstacles in the way of an economic take-off would fall away have been disappointed. Economic union is happening, but at a surprisingly leisurely pace.

The only visible changes in East Germany since July 1 are the new and second-hand car marbles (western) and a rash of roadside snack bars. There is little evidence that a start is being made on the construction projects that should be turning East Germany into a giant building site.

Indeed the immediate effect of economic union has been to throw existing transitional problems into sharper relief and to create a few unpleasant surprises of its own. In the latter category belong the sudden collapse of agriculture and the unexpected bottlenecks and price rises in the retail trade which have made many East Germans feel poorer since July 1.

Both problems are now being addressed, but at a price. Another DM1bn (\$241m) is being spent on farm support, on top of the DM5bn already pencilled in, and a five-point plan announced on Tuesday will provide incentives to the state-owned shops to use more domestic groceries and consumer goods, initially shunned by many shoppers.

A further jolt has come from the higher than expected pay rises in several industries, which have narrowed the gap with West German wages (still on average at least twice as high) before any productivity catch-up. The West German unions, which guided the talks across the table from the West German employers' associations, argue that they have merely adjusted real incomes, after taking account of higher tax and social security payments, and prevented a mass-migration westward.

But one official of IG Metall (West) admitted in Leipzig that the main fear is losing negotiating strength in West Germany thanks to a low wage zone in East Germany. The same official provided some consolation to employers and politicians by saying that the much-criticised one-year job guarantee, included in the East German metal industry agreement, would be impossible to enforce.

Unemployment is rising at about 50,000 a week but is being held down by a much sharper rise in short-time working, for which the Government picks up two-thirds of the wages bill. Short-time working, which will cover up to 1m workers (out of a workforce of 8.5m), has been criticised for expensively maintaining many jobs which ought to go.

However, in August and September, when the bankruptcy wave is likely to begin in earnest, the Governments of Bonn and East Berlin will be happy to retain anything which keeps down the "headline" unemployment figure. The real difficulty for the Governments, partly of the one making is that several unresolved transitional problems, looming long before July 1, are acting as a brake on the creation of new businesses and jobs and on inward investment by foreigners.

● Property: German efficiency is here in direct conflict with German legalism. The agreement reached last month between Bonn and East Berlin that former owners of property forcibly nationalised after 1949, mainly West Germans, should not merely be compensated but should have the option of repossession, might be correct but it has had a disastrous effect on new business formation. At a meeting last week arranged by

On your marks, get set, wait



Mr Hans-Dietrich Genscher, the West German Foreign Minister, to feel the economic pulse in his home town of Halle, East Germany, both West German bankers and budding Halle entrepreneurs complained bitterly that no property was available for new businesses.

The local authorities and towns can sell almost no land or property until the ownership question is resolved, despite their own mounting debts. Most of the 8,000 larger companies, owned by the Treuhand (trust) in East Berlin, have now been given possession of their own land but also cannot sell it or even use it as collateral for a loan. "As long as the (ownership) relations remain unclear, we have to hold back," says Mr Hans Jürgen Kohler of the Commerzbank

lending department in Frankfurt. As former owners do not even have to have their applications in until January next year, after which months if not years of wrangling can be expected, the problem is not going to go away without some political initiative. Thankfully the buying back of small companies forcibly nationalised in 1972 should be completed sooner, already more than 1,000 of the 9,000 current claims have been resolved.

● Old debts: The East German corporate sector, which was not allowed to retain profits under the old regime, carries debts of about DM130bn. Many companies which should survive, or be acquired, will collapse unless their debts are forgiven. But such forgiveness will present an enormous bill to

the Government (ultimately Bonn); hence the indecision on how much debt can be written off.

The existing debt is being managed by Deutsche Bank and Dresdner Bank, which have now taken over the East German state banking system, but they, like Allianz, the West German insurer which has absorbed the state insurance system, have refused, understandably, to take over the relevant debts.

One compensation for East German companies is that they are not having to pay interest on their old debts until the issue is resolved. The debt problem also should not interfere with the thousands of joint ventures with western (mainly West German) companies. Most of the joint ventures being established are legally independent of the

A slow trickle of foreign capital

EAST GERMAN companies are begging for West German or foreign capital, but are still not getting much of either. The complaint of Mr Horst Pischmann, deputy head of the Fritz Heckert machine tools group, is typical: the West Germans, he says, are waiting for us to collapse before picking up the pieces and the foreigners are nowhere to be seen.

That is not quite fair. Non-German companies are rare, but some are there. The British and Americans are most evident in financial services. Overall the French are dominant among EC countries as evidenced by Lafarge Cyprie's move to take over the largest East German cement producer. The Japanese are sniffing around the electronics industry but not yet biting.

Mr Joachim Lochmann, boss of the CAS chemical plant builder near Magdeburg, in East Germany, is hoping that Dorr-Oliver, a US

company that used to own 20 per cent of CAS, will take a majority stake. "The country has to have non-German participation, otherwise the whole development will be warped," he says. Mr Harry Zimmermann, boss of Print-Pack AG, the former packaging Kombinat, says he has interest from France and the Netherlands. But he has lost nearly 50 per cent of his domestic market, thanks partly to the collapse in agriculture, and may still have to repay DM150m in old debts.

The biggest plant of Robotron, the now dissolved electronics Kombinat, at Sömmerda, is still making a profit from selling computers and printers to the Soviets but margins have been sharply cut since July 1. About 1,000 of the plant's 12,000 jobs have been secured through a personal computer joint venture with Aquarius of Taiwan. There continues to be a steady

flow of West German joint venture announcements, although West German businessmen express more confidence in East Germany in opinion polls than in practice — 44 per cent say they want to invest and 82 per cent expect the economy to be buoyant within three years. Given the difficulties in taking over existing concerns, BMW's recent plan to build a machine tool plant on a green-field site near Eisenach may set a new pattern.

It is not hard to see why no one wants to take over the Kali Werra Potassium works, also near Eisenach. The world market is already over-supplied and Kali Werra has 50 per cent too many staff and crude environmental protection. But Mr Eberhard Anders, deputy general manager, points out that it may cost the German taxpayer more to close it down than to keep it open.

Tennis mismatch

Why are tennis balls so much more expensive in Europe than in the US?

A spot check yesterday showed that they cost, on average, \$1 each in New York. But their dollar cost in European centres was as follows: Paris \$1.85, London \$2.27, Frankfurt \$2.43 and Milan a hefty \$2.84. This is an absurdly large difference for a product which is exactly the same everywhere and — unlike more sophisticated items — totally untrammelled by regulatory complications.

BTR, the British conglomerate which makes the Dunlop and Slazenger brands and is one of the leading producers in Europe, says three things account for steeper prices: higher manufacturing costs, higher standards set by European sports federations, and bigger retail trade margins.

Whether European balls are, indeed, of higher quality than American and therefore require more exacting manufacture is not something upon which Observer feels competent to judge. But the point about higher retail margins has the ring of truth to it.

What works to the manufacturers' advantage is the difficulty of arbitraging the price difference. Unlike items like cameras or cigarettes which pack a fair amount of value into a small space, you would have to ship a huge bulk of tennis balls from the US to make arbitrage economic. Even so, the US-Italy price gap should be tempting.

Bad measure

Mr Michel Rocard, the French Prime Minister, has been asked to arbitrate in a row between two members of his government over the correct size of policemen.

It all began when Mr Pierre Joxe, the Interior Minister, proposed last March that the minimum height of female

recruits to the national police force should be increased from 1.63 metres to 1.66 metres.

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Savoury

The pitfalls of naming brands are legion. General Motors had trouble marketing its Nova to Spanish speakers who were not specially attracted to a car whose name meant "doesn't go."

KP Foods, the nuts and crisps company owned by United Biscuits, may now face a similar problem in the Royal Navy with its Frisps, a potato snack currently undergoing a multi-million pound launch.

Frisp, it emerges, is naval Sassenachs' slang for less congenial colleagues from

OBSERVER



north of the border.

Surgeon Cmdr Rick Jolly, who last year published a guide to naval slang, chuckled when he learned this yesterday. His book, Jocktalk: Pussers's Run Guide to Royal Navy Slang, says Frisp is "an acronym for something worse than a jocktalk (a persistent and obnoxious little Scotsman)." But Jolly doubted that the name would hurt Frisps' sales in Plymouth, Portsmouth or even Rosyth. "It will be a good thing for sailors on the messdeck to throw at jocktalks," he said.

Should not KP's detailed research have uncovered this little gem? Iain Paton, KP's Glaswegian marketing controller for new product development, was sporting on being told the bad news. "That fits me to a T," he said.

Bank figure

At a time when many figures in British public life are wobbling or shrinking, one person who seems to be growing in stature is Robin Leigh-Pemberton, the Governor of the Bank of England.

The change is particularly striking for those who remember the inauspicious beginnings of his term in office seven years ago. Apart from taking the trainings of an English gentleman almost to the point of caricature (Elton, Guards, the Bar, country gear), he seemed indecisive and even on some occasions ill-informed.

But he has become a much more confident and articulate figure now. He speaks with the assurance of one who knows his stuff, and whose sensibilities have been hardened by the anvil of public life.

He has, of course, reached the point where he has been around longer than many top people in the City, in Whitehall and on the international central banking circuit. But the issue that really seems to fire him up is European monetary union where he clearly senses that he is at the forefront of potentially momentous changes, and about which he knows as much as anybody.

The fact that the Bank of England could break free from Whitehall and achieve greater autonomy as part of an independent EC central banking system may have something to do with it. One's only fear is that by championing causes like the Hard Ecu Leigh-Pemberton is associating himself too closely with all the bizarre ideas Whitehall is dreaming up to stall the integration process.

Incidentally, a senior Japanese central banker yesterday enumerated the qualities of his profession as follows: "We are cautiously optimistic, constructively evasive and thoughtfully bold."

Capped
A reader recently in Bombay reports that a book entitled "Family Limitation", on sale in a bookshop near his hotel, had the following warning printed on its dust jacket: "Reproduction forbidden".

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POLITICS TODAY

Recovery point comes round again

By Joe Rogaly

The Conservatives have had an awful 13 months. In the usual way of things, a 10-point slide in the opinion polls would be a disaster. But in this very week of July last year that Mrs Margaret Thatcher removed Sir Geoffrey Howe from the Foreign Office and appointed a freshly recruited cast of senior cabinet ministers. Sir Geoffrey's expostulations, and Mrs Thatcher's insensitivity, marked the beginning of a season of Tory folly whose depths may be now have been plumbed. If not, they are joined — and therefore compounded.

The slide in Conservative popularity, which doubtless has more to do with the rate of interest than any interest in the names of ministers, actually began 13 months ago. In June 1989, a month in which the year-on-year rate of inflation was seen to have doubled since the election, Labour moved sharply into a lead, according to the Mori poll. That was the month in which started intentions to vote Conservative fell below 40 per cent for the first time since the June 1987 election, while Labour entered the high-fifties-fifties range in which it has remained ever since.

It is hard to believe that this can be wholly due to a conversion of large numbers of people to the Labour Party's policies, although to be fair its leader, Mr Neil Kinnock, must be given full credit for the reorganisation of his party. Labour's latest policy document, and subsequent statements, indicate that it is now a European social democratic party and therefore not the off-putting leftist machine that failed so disastrously in 1983 and 1987. Yet there is no general sense of what Labour is about.

There is nothing in its favour described by the incoming Tory tide described by the last Labour Prime Minister, now Lord Callaghan, in a famous remark to his policy adviser, Mr Bernard Donoghue, near the close of the 1979 election campaign. The remark is quoted in Lord Donoghue's book, *Prime Minister: There are times*, when Mr James Callaghan said, "perhaps once every 30 years, when there is a sea-change in politics. It then does not matter what you say or what you do. There is a shift in what the public wants and it is up to you to say what you mean."

You could argue that if there is a sea-change today it is against the personality of Mrs Thatcher, but there is no evidence that it is "for" the reconstructed Labour Party, much less its leader. Perhaps yesterday's end-of-term Labour strategy meeting will produce a clear statement on such matters as whether the party will dare to step ahead of the Government in its approach to European monetary and political union, or whether it will distinguish itself as the party that stands for a fairer British democracy, or whether it will simply run as the nice party, which will offer very little, in the hope of upsetting no one.

In the absence of such a sea-change the most reasonable explanation of the improvement in Labour's stand-

ing in the opinion polls is that it is a mirror-image of the Tory slide, accentuated by the collapse of the former Alliance parties. These two factors will not necessarily operate over the coming 12 months as they have since last July. The Liberal Democrats need only two or three more percentage points to reach double figures in the polls and eat into Labour's lead over the Conservatives. In that circumstance, the Labour line in my chart would soon start to fall quite steeply.

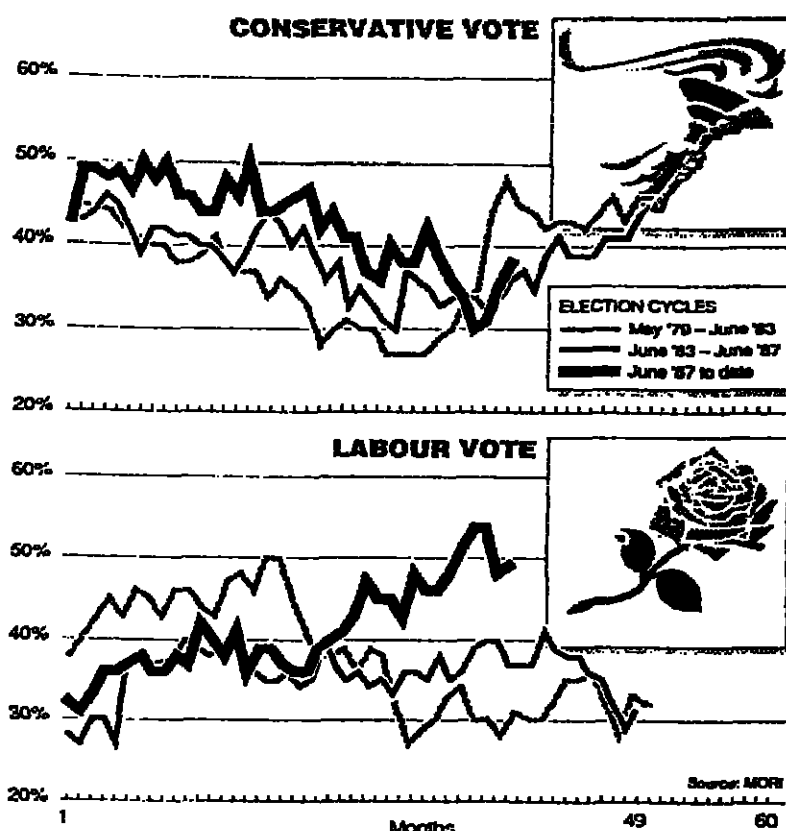
More to the point, the high drama of Mr Nigel Lawson's resignation as Chancellor last October was surely a one-off. The widespread antipathy to the poll tax, which drove Tory support down to 30 points and below in March and April, may now have begun to abate. In the spring, some ministers have recalled in recent conversations, there was very nearly a collective nervous breakdown in the cabinet.

Since the local elections in May there has been a recovery of nerve, and since the forced resignation of Mr Nicholas Ridley — which removed a loose cannon from the Conservative deck — some ministers have been seen doing little jumps of joy and clucking their feet in happiness as they land.

What the more sanguine among them keep telling themselves was proclaimed out loud by the Chancellor of the Exchequer, Mr John Major, in the Commons on Tuesday, thus: "When inflation comes down, as it will; when, in due course, interest rates can prudently be brought down, as they will; when 11 years' improvement to the economy brings more prosperity, as it undoubtedly will, the electorate will know where to turn."

It would, Mr Major indicated, choose a government that believed in the market rather than paid lip service to it, one that delivered freedom rather than just talked about it; and one that could deliver prosperity rather than seek merely to redistribute it. "That is why, after the next election... Conservative members will be on the government benches."

The chart gives some support for this view. The Tory line has already begun to recover, matching similar recoveries at similar points in the last two electoral cycles. We cannot be sure that it will rise as far as on previous occasions, but the chances must be that it will, to 43 per cent or so. Clearly the big difference this time around is Labour's unpre-



cedented spurt during the past year, but any estimate of the significance of that depends very largely on what one thinks can be done about mortgage and interest rates between now and early summer 1992, which is the last possible time for an election. The Tories would be affected by British entry into the Exchange Rate Mechanism of the European Monetary System, although to what extent, in which direction, and with what timing, is hard to predict.

Personally, I do not believe in the sea-change theory. The so-called 1979 turn of the tide was really a reversion to the British norm, which is a fine balance of a few millimetres on either side of a line dividing social democrats from what in Europe would be called Christian democrats. The "Thatcherite" economic liberals, who would have formed a small coalition partner in most European governments of the right, were by chance in

the Tory saddle at the time. As the years went by, some of them took advantage of it.

Over the past year mainstream Tories — Christian democrats in European terms — have taken the principal cabinet posts; Mrs Thatcher has sought compensation by moving liberals who share her instincts into a variety of junior jobs. Her instincts will still prevail in the shaping of the next election manifesto, but if her senior ministers influence it, and the facile pen of Mr Christopher Patten is called upon to draft it, the kooky New Right influence will at least be minimised, if not camouflaged.

The bookmakers were yesterday offering even money on the Conservatives and 8-to-11 on Labour. In my book, the correct odds are just about the other way around. The best bet, on a reading of today's graph-lines, is a hung parliament. Mr Michael Heseltine, the long-distance runner

for Mrs Thatcher's job, must think he would do very well out of that.

There is the real world, and there is England. In the real world there is Christianity, which is divided into several streams, each of which manages its own affairs. In England there is the established church, which denies the ordination of women yet whose head has this week been formally chosen by a Queen on the advice of a female Prime Minister whose seat in the House of Commons depends in large measure on the support of the Jewish voters of Finchley. The new archbishop believes in women priests; his ideas on the nationalisation of the church by Henry VIII are unlikely to be solicited.

In the real world the church structure is a matter for the church. In England, where between a third and a fifth of the population attend Christian services every Sunday, there are 25 seats reserved for bishops in the House of Lords. In the real world the Muslim faith is more assiduously followed, by a greater attendance in Britain's mosques, than is the Anglican faith in its own country. Yet in England the new archbishop's outfit is called the "Church of England."

In the real world, the world of the United States and much of western Europe, there is a credible and in some parts growing adherence to the Christian faith, as shown by far greater propensities to attend services; in England there is a desire to maintain a state church that is matched in its intensity only by the lack of any intention to adhere to its precepts.

What one of our young British comedians, Mr Ben Elton, calls the "reality gap" does not end there. In the real world, Britain is governed by its Prime Minister, whose power derives from the leadership of the largest party in the House of Commons. In England it is believed that the monarchy has a constitutional value. It should therefore maintain its "dignity." This proposition, measured against reality, is rather like saying that J. R. Ewing of *Southwest* is the President of the US and should maintain both his status and his dignity. Who has the greater dignity as measured by photo-opportunities, Lady Di — or Sue-Ellen?

There is no constitutional case for a large Civil List as a portion of the taxpayers' contribution to the upkeep of the palace and their inhabitants' tax-free lives, but there is a case in the real world. If you regard the royals as part of the capital stock of a company that could be called "Quaint Old England plc" then the visible part of their upkeep (I exclude the virtually incalculable non-taxable element) probably earns more in tourist and export-promotion revenue than it costs. There is a good economic case for privatising this enterprise; if it is to be sold to Lord Hanson as a job lot there should first be a proper valuation of land and other assets. But that would be a realistic policy; this is England.

LOMBARD

A case for the hard rouble

By Anatole Kaletsky

What could be more symbolic of the disintegration of a unitary state than the appearance of rival forms of money over which the central government has no control?

This is precisely what is now threatened by the Soviet Union's constituent republics, led by the only two that really matter in the great scheme of things — the Russian Federation and the Ukraine. Yet, under the right conditions, monetary diversity can be quite compatible with economic union, as Mrs Thatcher might say.

One set of conditions like this has been suggested by Mr George Soros, the Hungarian-American financier. It seems particularly timely at present, since it addresses not only the central forces within the Soviet Union, but also the West's sudden willingness to help perestroika with hard cash.

One version of the idea might work like this. The western countries would help the central government in Moscow create a new "hard" rouble, directly convertible into foreign currencies and gold. This would be issued by a new Union central bank, covering the whole of the reconstituted Soviet Federation. To back the convertibility of the hard rouble, the Federal Bank would have available to it the entire gold and currency reserves of the present Soviet Union, probably worth about \$200bn, plus an equal amount of standby facilities from western governments and the IMF. In exchange for their support, the western agencies would get some kind of supervisory role in the new Federal Bank.

In the eyes of Ivan Ivanovich on Gorky Street, the presence of IMF and other western officials in the Federal Bank's management would add as much to the credibility of the hard rouble, as the direct backing by dollars, yen and Deutschmarks.

Just as importantly, the blame for temporary economic hardship resulting from the currency conversion could at least be shared between the Soviet Government and the scheme's western supporters. As a result, it is quite likely

that most of the western standby facilities would remain undrawn and after an initial adjustment period the cost of the scheme to western treasuries would certainly not be prohibitive. Indeed, like any standby arrangement, this scheme would only be successful if most of the borrowing facilities remained untouched.

That such a positive outcome is possible is shown by the recent convertibility reform in Yugoslavia and Poland, which both produced big currency inflows into the central banks. The ultimate outcome would, of course, depend on the introduction of other economic, trading and fiscal changes, as well as on the exchange rate initially set between the old currency and the hard rouble and on the level of the social safety net established as part of the reform. But given the present state of political disintegration in the Soviet Union, the openness of the hard rouble idea is actually its main attraction.

The hard rouble would not prevent the Soviet Federation's constituent republics issuing their own currencies if they wished to. Nor would it automatically tie them into monetary straitjackets on spending and taxes. This discipline would be imposed by the market. Republics which followed unrealistic monetary and fiscal policies would soon find their new found economic sovereignty melting into the thin air of hyperinflation. Their currencies would become worthless and their citizens would turn to hard roubles imported.

Meanwhile, the authority of the central government and the cohesion of the whole federation would be enhanced by the two pre-conditions required for the hard rouble idea to work. First, all trading restrictions and exchange controls would have to be outlawed between republics in the hard rouble system. Second, western governments would have to lend support and deal directly only with the Federal government and not with the constituent republics.

Is there a better definition of "maintaining the economic integrity of the Soviet Union"?

LETTERS

No free lunch in the EMU buffet car

From Mr Avinash Persaud.

Sir, If indeed Mr Austin Mitchell (Letters, July 9) has learnt nothing from the 1970s, Mr Douglas McWilliams (Letters, July 12) appears oblivious of the policy failures of the early 1980s. Membership of the exchange rate mechanism (ERM) of the European Monetary System (EMS), like the adoption of monetary targets in the early 1980s, will in no way improve that tragic but irrepressible trade-off between inflation and employment.

In fact, far from membership of the ERM offering Mr McWilliams's stark choice between reducing inflation or increasing unemployment, the evidence of the last 10 years suggests that member countries have reduced inflation by the effects of increasing uncompetitiveness on employment and wage inflation. Between 1980 and 1989, the inflation rates of the two "success" stories of ERM membership, France and Italy, fell by 10.5 per cent and 15.2 per cent respectively but their current account balances

worsened by 0.6 per cent and 0.8 per cent of gross national product. The worsening current account balances were largely due to the crowding out of export growth through rising real exchange rates. In both France and Italy export growth between 1980 and 1988 was 40 per cent below average OECD export growth. The consequence of such policy export growth was a rise in unemployment of 3.1 per cent in France and 2.1 per cent in Italy.

The salutary lesson for the UK from the ERM experience is that eschewing exchange rate depreciations will curb inflation at the expense of reduced economic growth and higher unemployment. The European monetary union (EMU) train may be hurtling too fast for Mrs Thatcher to stop it, but beware of "Euro-phoria" — a free lunch is not served in the buffet car.

Avinash Persaud,
Monetary Economist,
Debt Division,
UBS Phillips & Drew,
100 Liverpool Street, EC2

Investment trust structure

From Mr Philip Chappell.

Sir, Adrian Thompson (Letters, July 16) urges that the investment and unit trust industries should stop sniping at each other, and I most certainly welcome that approach. We have always emphasised that our two industries should be regarded as complementary, not competitive. Let us attack the European market together.

But even on our home patch, we have failed to reach a wide enough audience. The results of our recent attitudinal survey, which have been so widely publicised, do show just how far both our industries have failed to break through the barriers of fear, apathy and ignorance, which still discourage most investors who wish to enter the pooled equity market, with all its long-term advantages.

However, the solution he proposes, that investment trusts should turn themselves into open-ended investment companies, destroys one of the prime advantages of the existing investment trust structure. It is the closed-end basis of the existing companies which provides all the advantages of

long-term investment horizons, gearing potential and lower costs, with resultant better performance. And it seems to fit in well with the biblical recommendation of making best use of talents.

But I am all for the availability of choice and cannot understand why legislative delays should have prevented the introduction of open-ended investment companies. There would still be a world of difference between investors having the immediate right of redemption at net asset value, with all the disadvantages that this involves, and arrangements whereby investors know that the price of their shares in a closed-end vehicle depends upon supply and demand.

Of course, when the true merits of the closed-end structure are far more widely understood, all investment trusts should trade at a modest premium. There will then be few requests to redeem them at net asset value.

Philip Chappell,
Association of Investment
Trust Companies,
Park House,
16 Finsbury Circus, EC2

The EC and German dominance

From Ms Louise C. Tookley.

Sir, I refer Patrick Robertson (Letters, July 21) to the recent European Court of Justice decision which ordered West Germany to suspend its controversial tax on lorries. This tax discriminated against hauliers from other member states.

Although Germany was reported to be extremely angry about the ruling, the court's authority was accepted and the tax immediately suspended.

Even if the European Community were governed by hard-nosed national interests as Mr Robertson propounds, the European Court at least is ruling in a wider European context and one that safeguards the interests of all member states, regardless of their size.

It is difficult to assess whether a united Germany will dominate the Community, but it should be clear that a strong EC with competent and responsible institutions will lend itself to the protection of European interests above nationalistic ones.

Louise C. Tookley,
24 rue des Archaies,
Brussels

Fair shares and eastern Europe

From Mr George Copeman.

Sir, Professors Olivier Blanchard and Richard Layard ("Making it safe for capitalism," July 11) fall into the trap of proposing an absurdity — giving shares to workers, in order to displace the unfairness to nurses and teachers.

The principles and practice of employee share ownership are based on employees earning their shares as a capital reward for business success. No gifts. Nurses and teachers can have other forms of capital rewards, but no direct share ownership unless their industries are privatised.

The mathematics of the fairness of employee share ownership have been done mainly by Professor Peter Moore of the London Business School and they substantially appeared in the jointly authored *Shared Ownership* (Gower, 1984). An understanding of these is essential to the privatisation of eastern Europe. This latter subject will be discussed in a forthcoming book on *Capital Rewards* — Key to the New

Enterprise Culture. Suffice it to say here that deep discounting of the share price is the tested method of getting privatisation shares to the general public and tax deferral is the tested and fair method of getting shares to enterprise managers and employees, but a condition of both must be a period of required holding of the shares.

In eastern Europe this will mostly have to be a long period initially, not dropping to the recognised western European norm of about five years until after the year 2000. Meanwhile the National Freight Corporation-type golden shares provides a means of temporarily raising the voting power and voice of public investors, management and employee shareholders, long before the state ceases to own a majority of the capital.

George Copeman,
Chairman,
Wider Share Ownership
Council,
Juxon House,
94 St Paul's Churchyard, EC4

Business assessment deadline

From Mr Clive Brooke.

Sir, Businesses should note with some concern the Environment Secretary, Chris Patten's decision to defer announcing until September how much next year's uniform business rate will be. They should also note that September has other significance for them. The last date in September is the deadline for lodging appeals against the new rating list assessments — the 1990 revaluation being the first since 1973.

We gain the impression that many business people have

been misled about the ultimate real cost of the revaluation by the transitional relief provided by the Government. If they have, there may be a rude awakening ahead for them. If they have overlooked to appeal within the time limits by September 30 1990 — they generally will have to wait another five years before the next opportunity arises.

Clive Brooke,
General Secretary,
Inland Revenue Staff
Federation,
Douglas Houghton House,
231 Vauxhall Bridge Road, SW1

FAG Kugelfischer
We Invest in Our Partners' Success

Many of our products, mainly rolling bearings but also hydraulic brakes, textile machinery accessories and die-castings, are typical components intended to be incorporated into the machines, vehicles and devices made by our customers. And the ultimate purpose of our industrial sewing machines, materials handling equipment, measuring and control devices also is to help our customers increase their productivity and improve the quality of their products.

Our customers' success is the crowning reward for our constant efforts to improve our products, which involve considerable investments in research, development, production and quality assurance. This is what we mean when we say that we invest in our customers' success.

Here are a few examples:
Machines tools: Our new high-speed bearings allow speed to be increased by 40%, or spindle temperature to be reduced by 50% while maintaining the same speed.

Textile machines: Interlacing jets for yarn make filament bond more compact and considerably improve the processing of yarn in weaving, knitting and hosiery mills.

Plastics Engineering: Using simultaneous white-light spectrometers, our Industrial Gauging and Control Systems Division has developed a measuring and control system for the manufacture of extremely thin technical films. This system is capable of measuring plastic films, 1 to 70 microns thick, to an accuracy of 0.01 microns.

Communication engineering: High-precision, low-vibration spindle units for hard-disk storage drives permit greater storage density and call-up speed in electronic data processing. The flight height of the read/write head has been reduced to less than 0.2 microns. A human hair is about 300 times thicker.

The success of these efforts is reflected in the bottom line: Thanks to double-digit sales growth and a further improvement in productivity, our net income for fiscal 1989,

just like the cash flow, rose significantly above the previous year's level.

Future-oriented investments will keep us in the fast lane: Spending on the improvement and expansion of our production capacity reached a new peak in 1989. It was largely financed from internal sources. All product divisions are working at full capacity.

Our investments help to strengthen our position in the world market and thus to improve our performance. And the improvement in our performance benefits our customers — and our shareholders as well.

On July 26, 1990 the General Meeting of Shareholders resolved to raise the dividend by DM 2 to DM 9 per share of common stock and to DM 10 per share of preferred stock. The 1989 Financial Statements and the Report of the Managing Board will probably be published in Bundesanzeiger No. 143 of August 3, 1990. If you wish to receive a copy of the Annual Report, please write to:
FAG Kugelfischer Georg Schäfer KGaA,
K-F, Postfach 12 60, D-8720 Schwenfurt

Balance Sheet (in millions of DM)		1989	
		KGaA	Group
Assets	Tangible Assets	682	1,406
	Financial Assets	575	26
	Inventories	781	1,470
	Receivables	679	918
	Liability Funds	66	126
	Total	2,683	3,946
Liabilities	Equity	1,039	1,166
	Reserves (tax-allowable)	136	180
	Provisions	685	1,110
	Payables	630	1,486
	Total	2,683	3,946

Income Statement (in millions of DM)		1989	
		KGaA	Group
Net Sales		2,507	3,895
Change in inventories of finished products and work-in-process		26	112
Company-produced additions to plant and equipment		28	59
Cost of materials		- 921	- 1,335
Personnel expenses		- 1,213	- 1,675
Depreciation/amortization on tangible assets		- 132	- 233
Net of other operating expenses and income		- 140	- 466
Net income from ordinary operations		155	217
Net of extraordinary income		- 23	-
Taxes		- 66	- 115
Net income for the year		66	102

Precision Means Success the World Over

INTERNATIONAL COMPANIES AND FINANCE

Peltz and May in acquisition plan

By Jane Fuller in London

MR NELSON PELTZ and Mr Peter May, the US entrepreneurs who came to prominence in Michael Milken's junk bond era, said yesterday they intended to make a £1bn (\$1.62bn) European acquisition via Mountleigh, their UK-based property and retail group.

But first they needed to restore the group's strength after a year which saw a pre-tax loss of £46.5m, compared with a profit of £69.3m in 1988-89.

Mr Peltz, chairman and joint managing director, said the ideal acquisition target would

be cash generative, have a strong but under-exploited market position, tangible asset backing and a European focus. The timing was dependent on the speed with which Mountleigh's strength could be restored through selling property and reducing its £500m debt, representing gearing of nearly 90 per cent.

Mr Peltz said the accounts for the year to April 30 were designed to "set the record straight" in a year of transition.

Since he and Mr May took control of the group in November

the pattern has been set of selling UK property, building up the Spanish retail operation and reducing debt.

Because of the UK property slump, operating profit from this division fell from £101.8m to £30.1m. The dive in UK performance was partly offset by Galeria Preciados, the Spanish department store chain, which increased its operating profit by 17 per cent to £28.1m, and by other overseas activities which contributed £21.1m more than last time.

Profit before tax and exceptions fell to £29.1m from

£69.3m. This was after net interest payments of £31.2m, nearly £7m less than the previous year, helped by the capitalisation of £23.6m (£14.3m) in interest linked to development projects.

A further exceptional bill of nearly £20m was included for reorganisation in Spain. Mr Clive Strowger, appointed chief executive in March, said this would mostly be for redundancies.

The share price closed up 2½p at 145½p, compared with a net asset value per share of 261.9p (253.3p).

Traders are angered by Ferruzzi suspensions

By Hagl Simonian in Milan

SHARES in all the members of the Italian Ferruzzi group of companies were suspended yesterday pending an announcement later today.

The news caused confusion and some anger in the market, with complaints that suspension of the shares in Montedison, Ferruzzi Finanziaria (Ferruzzi), Ferruzzi Agricola Finanziaria (FAF), Eridania and Enimont should have come before trading opened, rather than after prices were fixed on the bourse. Moreover, Enimont, which is only 40 per cent Montedison-owned, sought immediate relisting.

There has been considerable speculation that Ferruzzi would announce a merger between Ferruzzi, its main financial holding company, and FAF, a smaller holding company controlling agricultural interests, as well as the main Montedison stake.

However, the signs now are that the merger will be between FAF and Montedison. In a terse statement, Ferruzzi said more would emerge after board meetings at the two companies, adding that it had requested Consob, the Italian stockmarket authority, to suspend shares in all the members of the group after learning of rumours that pending board decisions at FAF and Montedison had reached news agencies.

Though causing some confusion at the outset, a possible FAF-Montedison merger, rather than one with Ferruzzi, may make considerable sense for Mr Raul Gardini, Ferruzzi's president, and members of the Ferruzzi family.

Apart from potential tax advantages, simplifying Ferruzzi's control of Montedison, presently held through FAF, would reduce dilution should Montedison be planning to dispose of chemicals interests.

Whatever the ultimate logic, the deal may do little to endear Mr Gardini, a wily trader, to his minority shareholders or to those wanting to reform present practice on the Milan bourse. Unconfirmed reports of recent heavy buying of FAF shares by Ferruzzi abound.

Humbly Grove plant to close as Norsk Hydro profits fall

By Karen Fossil in Oslo

NORSK HYDRO, Norway's largest publicly-quoted company, yesterday announced second-quarter net profits nearly halved and said it is to close by this autumn a 40-year-old granulation plant at its Humble Grove compound.

The plant has annual production of 600,000 tonnes which will be met by imports. The closure will cost some 215 jobs and a charge of Nkr125m (\$19.9m) has been made against second-quarter operating income.

Norsk Hydro's net profit plunged to Nkr459m from Nkr812m in the first quarter, reflecting lower product prices and a weaker performance in the period by each of the company's four divisions. For the half year net income was down to Nkr1.27bn from Nkr1.70bn last year.

Half-year group operating income fell to Nkr3.07bn from Nkr4.25bn along with sales which declined by Nkr3.33bn to Nkr3.04bn. For the individual divisions, agriculture at the half-year mark saw operating income decline to Nkr596m from Nkr891m in 1989. But Nkr207m in the 1989 figure is attributed to Dyno Industries, which is no longer included in accounts. Second-quarter operating income fell to Nkr189m from Nkr497m in the first quarter.

The oil and gas division was hit by lower world crude oil prices. At the half year a slight rise in operating income to Nkr1.28bn from Nkr1.24bn was achieved. In the second quarter operating income plunged to Nkr485m from Nkr797m in the first quarter. Oil prices in the second quarter of this year averaged \$16 a barrel compared with \$19 a barrel in the same period last year.

Operating income for light metals plunged by more than half to Nkr753m from Nkr1.68bn in the first six months and to Nkr282m in the second quarter from Nkr471m in the first quarter. Norsk Hydro said that aluminium, which represents about 80 per cent of the company's metals business, saw spot prices for primary aluminium fall by \$1,000 a tonne to \$1,500 a tonne while magnesium prices had dropped by 30 per cent.

The light metals division's weakness was exacerbated by continued run-in problems with a new Canadian magnesium plant, whose output averaged roughly 25,000 tonnes versus design capacity of 40,000 tonnes.

Norsk Hydro explained that little income was gained from the plant while full operating and depreciation costs had to be met. This autumn the plant is expected to be running at full capacity.

Dyno improves by 31%

By Karen Fossil

DYNO INDUSTRIES, the Norwegian diversified chemicals group, yesterday announced a 31 per cent improvement in half-year group profits to Nkr231m (\$36.5m) and forecast higher profits for the year as a whole.

Half-year operating profits rose to Nkr296m from Nkr226m on respective turnover of Nkr3.33bn and Nkr3.14bn.

Second-quarter profits increased to Nkr137m from Nkr94m in the first quarter while operating profits rose to Nkr179m from Nkr118m in the first quarter.

Dyno said all its core businesses progressed and that its main markets outside Norway are buoyant with considerable sales volume.

US explosive activities particularly contributed to the group's advance. However, Dyno's machinery group posted an operating loss of Nkr5m for the half year. Dyno said the Norwegian construction machinery market showed few signs of short-term improvement.

Pay & Brinck, part of the machinery division, had reduced losses but experienced lower sales.

Profits rise at Banco Comercial Português

By Patrick Blum in Lisbon

BANCO COMERCIAL PORTUGUÊS, Portugal's leading private commercial bank, yesterday announced a strong increase in profits and turnover for the first six months of 1990.

Pre-tax profits were Es\$2.2bn (\$57m), double the Es\$1.1bn achieved in the first six months of last year. Earnings per share, adjusted for a stock split last March, rose 36 per cent to Es\$24.4.

The bank's total assets rose from Es\$376bn to Es\$455bn in the 12 months ended June. Turnover rose more than 50 per cent to reach Es\$40.5bn (\$776m) in the first half of this year, compared with Es\$21.2bn for the same period in 1989.

Mr Jardim Gonçalves, president, said the results reflected "the bank's commitment to expand significantly the scope of its activities and to reinforce its competitive edge while maintaining adequate profitability."

Since it was founded less than five years ago, BCP has grown fast, easily outpacing its state-owned rivals. At the end of 1989, it ranked second on the Caixa Geral de Depósitos, the state-owned savings bank, in terms of capital base and profits. It is now Portugal's largest quoted company with a market capitalisation of \$1.3bn.

Earlier this month, it set up an investment arm, BCP Investimentos SGPS, which is planned to have a capital base of at least Es\$3bn by September.

BTF negotiates Adidas stake

BERNARD Tapie Finance said it is negotiating to buy the 30 per cent of Adidas held by Swiss retailer Metro International, to add to the 50 per cent it is acquiring from the German sports group's founding family.

BTF declined to disclose a price for the Metro stake and said it was also undecided whether the holding would be bought by BTF or by its chairman, Mr Bernard Tapie.

Cookson to sell 7.9% JM stake at a loss

By Ken Gooding, Mining Correspondent

COOKSON GROUP, the specialised industrial materials company, yesterday finally gave up hope of acquiring Johnson Matthey's colours and printing division - which it has coveted for the past two years - and sold the 7.9 per cent stake it had built up for £38m (\$59m).

Mr Michael Henderson, Cookson's chief executive, said that, although his group paid \$42m for the shareholding, there would be only a very

small loss. Much of the £4m deficit would be covered by the final dividend from JM, to which Cookson remains entitled, and a reduction in tax liability.

The 14m JM shares were placed with a range of investment institutions in the UK and overseas yesterday by Credit Suisse First Boston at 27½p each, a discount of about 5 per cent on the overnight price. The JM shares closed last night at 27½p, down 11p.

Cookson's share price touched 195p soon after the news but later settled back to close unchanged at 190p.

JM, the world's biggest platinum marketing organisation, is one of an international network of companies under the influence of the Anglo-American Corporation of South Africa.

Mr Henderson pointed out that two years ago it seemed likely that Anglo's overseas investment arm, Minorco, would either promote a bid for JM or sell some of its operations.

This did not happen and a new JM management team, under the chairmanship of former Hill Samuel banker, Mr David Davies, last month made it clear its new strategic plan involved keeping the colours and printing division.

However, the signs now are that the merger will be between FAF and Montedison. In a terse statement, Ferruzzi said more would emerge after board meetings at the two companies, adding that it had requested Consob, the Italian stockmarket authority, to suspend shares in all the members of the group after learning of rumours that pending board decisions at FAF and Montedison had reached news agencies.

HK's corporate reporting season gets under way

By John Elliott in Hong Kong

BANK OF EAST ASIA, Hong Kong's largest local family-controlled bank, yesterday declared consolidated profits, after tax and undistributed transfers to secret reserves, of HK\$108.9bn (US\$13.4bn) for the six months to June, up 15.1 per cent on last year's same period.

The real profit figures are masked by the transfers to hidden reserves but the rate of increase is lower than the 19 per cent growth reported for the whole of 1989.

An interim dividend was declared of 25 cents, which compares with an adjusted 21 cents for a year ago. Earnings per share have risen to 38 cents from 33 cents (adjusted).

The bank traditionally begins the territory's corporate reporting season.

Asahi Glass records 2.3% rise

By Ian Rodger in Tokyo

PRE-TAX profits of Asahi Glass, the leading Japanese flat glass maker, edged ahead 2.3 per cent in the first half to ¥21.8bn (\$146.9m) on sales up 11.6 per cent to ¥487.7bn.

However, operating profit declined 17.4 per cent to ¥26.4bn as a result of a 14 per cent jump in the cost of sales to ¥402.1bn. Selling, general

and administrative expenses also rose 9 per cent to ¥59.2bn.

The company said sales of glass and construction materials, accounting for 51.6 per cent of sales, rose 13.3 per cent to ¥251.5bn, as the domestic construction and automotive industries remained buoyant. Chemical operations, accounting for 36.2 per cent of

total sales, rose 6.8 per cent to ¥176.4bn and electronic products sales jumped 36.4 per cent to ¥74bn, thanks to increased sales of magnetic memory disks.

Net income reached ¥21.8bn or ¥18.74 per share, up 3.9 per cent. The company is forecasting pre-tax profits of ¥76bn for the full year, up 10.4 per cent.

Nissan strengthens Thai links

By Our Financial Staff

NISSAN MOTOR of Japan is to strengthen its links in Thailand by paying some ¥9bn (\$60.7m) for 25 per cent stakes in two vehicle manufacturing companies related to Siam Motors, the local Nissan distributor.

The one entity, called Siam Motors & Nissan, makes Nissan

badged cars and last year produced 6,822 Sentra, Bluebird, Cedric and Cedric units. The other, Siam Automotive Industry, is a commercial vehicle manufacturer which in 1989 made 31,058 Nissan pickup trucks.

Both are managed by Mr Khunying Phornthip Narong-

dej, president of Siam Motors, Thailand's only fully local automobile company, which has sold Nissans since the 1950s.

Nissan sees the Siam Motors group as a key part of its Asian programme which involves local production of finished vehicles and components.

This announcement appears as a matter of record only.

NEW ISSUE IN JAPAN
(Daimeyo)

July, 1990



African Development Bank

Japanese Yen Subordinated Special Bonds
Second Offering (1990)

¥ 30,000,000,000

7.25% Bonds due 1997

The Nomura Securities Co., Ltd.

Daiwa Securities Co., Ltd.

The Nikko Securities Co., Ltd.

Yamaichi Securities Company, Limited

New Japan Securities Co., Ltd.

The Nippon Kangyo Kakumaru Securities Co., Ltd.

Kokusai Securities Co., Ltd.

Sanyo Securities Co., Ltd.

Cosmo Securities Co., Ltd.

Dai-ichi Securities Co., Ltd.

Marusan Securities Co., Ltd.

Merrill Lynch Japan Incorporated, Tokyo Branch

Okasan Securities Co., Ltd.

Salomon Brothers Asia Ltd, Tokyo Branch

Taiheiyō Securities Co., Ltd.

Tokyo Securities Co., Ltd.

Universal Securities Co., Ltd.

Wako Securities Co., Ltd.

S.G. Warburg Securities (Japan) Inc., Tokyo Branch

Yamatane Securities Co., Ltd.

This announcement appears as a matter of record only.

New Issue

26th July, 1990



THE FURUKAWA ELECTRIC CO., LTD.

U.S. \$300,000,000

4¼ per cent. Notes 1994

with

Warrants

to subscribe for shares of common stock of The Furukawa Electric Co., Ltd.

Issue Price 100 per cent.

Yamaichi International (Europe) Limited

Nomura International

DKB International Limited

LTCB International Limited

Daiwa Europe Limited

Kyowa Finance International Limited

The Nikko Securities Co., (Europe) Ltd.

Bank of Tokyo Capital Markets Group

Bank of Yokohama (Europe) S.A.

Barclays de Zoete Wedd Limited

Baring Brothers & Co., Limited

Bayerische Vereinsbank Aktiengesellschaft

Cosmo Securities (Europe) Limited

Credit Lyonnais Securities

Dai-ichi Europe Limited

DG BANK Deutsche Genossenschaftsbank

Kleinwort Benson Limited

KOKUSAI Europe Limited

Merrill Lynch International Limited

Mitsui Trust International Limited

Morgan Stanley International

NatWest Capital Markets Limited

Nippon Kangyo Kakumaru (Europe) Limited

Paribas Capital Markets Group

Saitama Finance International Limited

Salomon Brothers International Limited

J. Henry Schroder Wagg & Co. Limited

Swiss Bank Corporation

Taiheiyō Europe Limited

S.G. Warburg Securities

Westdeutsche Landesbank Girozentrale

Yasuda Trust Europe Limited

INTERNATIONAL COMPANIES AND FINANCE

Framatome prepares a strategy for survival

William Dawkins on the ownership row and declining market facing France's nuclear reactor builder

THE political wrangle over the ownership of Framatome, France's monopoly builder of nuclear reactors, takes place just as the company is seeking the first fruits of its attempt to diversify from the declining nuclear industry.

The group, of special importance in a country that gets 80 per cent of its electricity from nuclear power, the highest proportion of any in the world, has traditionally been kept under semi-state ownership.

However, the status quo was upset last month when Compagnie Générale d'Electricité (CGE), the privatised telecommunications and engineering company which had been a minority shareholder in Framatome, lifted its stake to 52 per cent.

It did this by putting into effect its March agreement to acquire a 12 per cent holding from Dumez, the construction group.

Until then the public sector was the largest shareholder, with 45 per cent in the combined hands of the CEA atomic energy authority and Electricité de France (EdF), the electricity board.

Since then, the Government has been wrestling with CGE to agree a price to buy back some of its shares, while Framatome's fiercely independent management has been running an aggressive publicity campaign and its staff has taken court action to repel the invader.

For them, the whole row is an unwelcome diversion just when they have their hands full trying to expand Framatome into new areas.

"We need to have perhaps 50 per cent of our turnover outside the nuclear industry by 1992," says Mr Armand Aboaf, Framatome vice-president for corporate strategy.

Indeed, it is this moment of vulnerability, along with the existence of a willing private seller of Framatome shares, that gave CGE its chance.

The challenge facing Framatome, the world's third largest builder of reactors after Westinghouse and General Electric of the US, is brutally simple. It has not received a new reactor order for a record four years and its profits have been in steady decline since 1987, to

Court seeks advice on CGE row

THE PARIS commercial court has asked two law professors to help clear up the row over the ownership of Framatome, writes William Dawkins in Paris.

It wants them to advise on whether a 40 per cent stake in Framatome now held by Compagnie Générale d'Electricité (CGE), the telecommunications and engineering company which is trying to win control of the plant builder, should belong to the Government.

Framatome's staff council, which, with its management, wants to stay independent, launched a court action early this year claiming that CGE's shares were irregularly transferred to the private sector when CGE was privatised in 1987.

In May, the court threw out

their demand that the 40 per cent stake should be sequestered, but agreed they had a right to question whether the shares should have been transferred into the private sector. The next hearing will be on September 4.

CGE agreed in March to buy another 12 per cent stake in Framatome from the Dumez construction group, giving it a 52 per cent majority. Another 45 per cent is held by state-owned bodies, with the remaining 3 per cent in the hands of Framatome staff.

Mr François Mitterrand, the French President, has said he wants the public sector to take control of the company, though the rest of the Government has been divided on whether to share power with CGE.

a diversification from their much larger engineering concerns, just the kind of structure that CGE has in mind.

Mr Jean-Claude Leny, Framatome's chairman, is convinced that he does not need a rich industrial parent to hold his hand until the reactor market recovers, probably some time in the late 1990s.

"Our structure gives us much more stability. We want to be in this position. Our competitors' problem is that the moment their chairman decide on a new orientation in their large industrial groups, the nuclear activities can be wiped out," says Mr Leny.

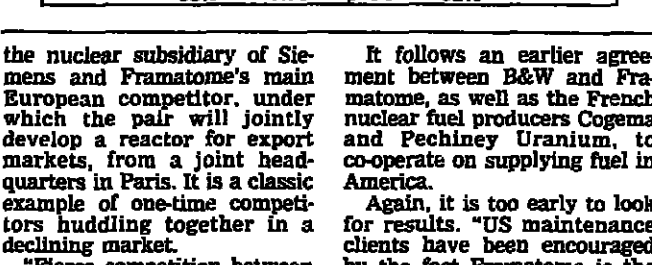
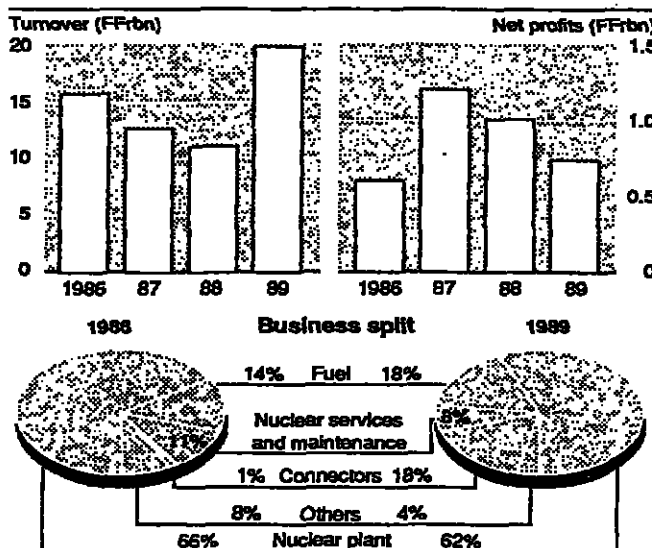
In any case, he suspects that CGE, far from supporting Framatome's business, is after his FF1bn cash reserves — an allegation that CGE strongly denies.

Apart from trying to fight off CGE, Mr Leny's survival strategy for Framatome has two strands: international alliances to ensure a more even share-out of the declining market, plus buying into a new market in electrical connectors, essentially industrial plugs, sockets and wires.

The latter accounted for nearly 20 per cent of turnover last year, but a much lower share of profits.

The first alliance, signed early last year, is with KWU,

Framatome



the nuclear subsidiary of Siemens and Framatome's main European competitor, under which the pair will jointly develop a reactor for export markets, from a joint headquarters in Paris. It is a classic example of one-time competitors huddling together in a declining market.

"Pierce competition between France and West Germany did no good, so we thought it better to work in common than alone," admits Mr Marcel Chabrilac, Framatome's nuclear engineering director.

Mr Leny is convinced that European Commission competition authorities, whom he has notified, will see it as "a mutual reinforcement rather than a reduction in competition."

It is too early to look for results, given that the average reactor order takes five to seven years from first negotiations to completion, though the pair are already talking to the Hungarian and Czechoslovakian governments.

The second international link-up, consummated last autumn, is with Babcock and Wilcox (B&W), the engineering subsidiary of McDermott International, the US energy services group, to supply maintenance services to North American reactor operators.

another Thomson," says a Framatome executive.

Electrical components were next to come under the spotlight. Framatome felt that connectors would give it access to the high-growth electronics market as well as to a broad customer base including car producers, industrial controls, and aerospace.

"The industry is fragmented enough so that by buying a few companies and pulling them together, you can buy a decent market share," adds Miss Morin, who now runs the connectors division.

Miss Morin estimates that the three connector businesses, Jupiter and Souriau of France and Burndy of the US have a 5 per cent to 6 per cent world market share.

All the same, it is an ambitious project for a company which is used to dealing with big public customers, quite different from the fast, aggressive world of connectors.

"We knew it was different and had to be managed differently right from the start. That is why we have kept most of their management in place," says Miss Morin. She is helped by being given more autonomy than other Framatome divisions and needs to consult the main board only for large investments.

Since the takeovers, she has pooled the three connector companies' distribution and marketing, pumped in \$100m to reduce their debts, cut staff costs by 20 per cent at one company and raised prices by up to 30 per cent for some products, as a result of which they made a small profit last year.

Miss Morin is expecting a 5 per cent return on sales within three years — rather better than the group's overall margin now.

So Framatome's diversification strategy is beginning to pay off. The big question now is whether it can come through this political row with its main business unscathed. Potential reactor buyers in China and South-east Asia are already uneasy. The nuclear engineering division's Mr Chabrilac warns: "When clients are not sure whether they will be dealing with the same person next time, that's not favourable — especially not in our industry."

Accor

THE HOTEL, CATERING AND SERVICES COMPANY

ACCOR BECOMES WORLD LEADER IN ECONOMY LODGING FOLLOWING ITS U.S. PURCHASE OF MOTEL 6

Subsequent to an agreement signed on 12 July 1990, the Accor group will acquire Motel 6 Corporation. A takeover bid for 100% of the latter's units, which are traded on the New York Stock Exchange, will begin on Wednesday, 18 July 1990. With Formule 1 in Europe and Motel 6 in the United States, Accor thus becomes the world leader in the economy lodging business. Both companies are leaders in their respective markets and belong to a hotel sector whose growth rate over the next ten years will be higher than any other.

55% of the units of this common limited partnership are held by Motel 6 Corporation Holdings, a subsidiary of Kohlberg Kravis Roberts and Company (KKR), which has unconditionally agreed to tender these units to Accor. The cost of acquiring the units is estimated at \$1.3 billion, or a cash price of \$22.50 per unit.

The acquisition of Motel 6 adds the finishing touch to a strategic plan which aims to establish Accor as the pre-eminent budget hotel company in the world. As a result of this acquisition, the Accor group now enters a new period of growth. It will own and run more than 775 budget hotels and intends to increase this figure to 2,000 over the next few years.

This deal will allow Motel 6 not only to expand in North America, but also to create, with Formule 1, the world's leading economy hotel group.

Motel 6 Corporation is the largest chain of exclusively owner-operated economy hotels in the United States and was a pioneer in its field, offering services at prices well below those of its competitors. At the end of 1990, the company will own some 554 hotels in 42 states. Its headquarters will remain in Dallas, Texas.

Accor is a world leader in the hotel, catering, voucher and tourist industries, with nearly 3,000 restaurants and over 850 hotels in 60 countries. The group, which is quoted on the Paris Stock Exchange, has the second largest stock market capitalisation (FF 22.3 billion) in the world hotel sector. Accor expects to have consolidated sales in 1990 of FF 22.5 billion and profits of FF 800 million.



Mitsubishi Bank of Australia Limited AS\$40,000,000

Floating Rate Notes due 1992

Notice is hereby given that for the three months interest period from 24th July, 1990 to 24th October, 1990 the Notes will carry an Interest Rate of 14.1833% per annum. Interest payable on 24th October, 1990 will amount to AS\$37.50 per AS\$10,000 Note.

The Mitsubishi Bank, Limited
London Branch
Agent Bank

This announcement appears as a matter of record only.

NEW ISSUE (European Tranche)

27th July, 1990



KAO CORPORATION

U.S.\$300,000,000

4 3/4 per cent. Notes 1994

with

Warrants

to subscribe for shares of common stock of Kao Corporation

Issue Price 100 per cent.

Yamaichi International (Europe) Limited

Algemene Bank Nederland N.V.

Banque Bruxelles Lambert S.A.

Bayerische Vereinsbank Aktiengesellschaft

Cazenove & Co.

Citicorp Investment Bank Limited

Credit Suisse First Boston Limited

Dresdner Bank Aktiengesellschaft

Fuji International Finance Limited

Goldman Sachs International Limited

Lehman Brothers International

Morgan Stanley International

The Nikko Securities Co., (Europe) Ltd.

Nomura International

Salomon Brothers International Limited

Société Générale

Sumitomo Trust International Limited

S.G. Warburg Securities

Bank of Tokyo Capital Markets Group

Baring Brothers & Co., Limited

BNP Capital Markets Limited

Chase Investment Bank

Commerzbank Aktiengesellschaft

Daiwa Europe Limited

Robert Fleming & Co. Limited

Generale Bank

Kleinwort Benson Limited

Merrill Lynch International Limited

NatWest Capital Markets Limited

Nippon Kangyo Kakumaru (Europe) Limited

Paribas Capital Markets Group

J. Henry Schroder Wagg & Co. Limited

Sumitomo Finance International

Swiss Bank Corporation

Westdeutsche Landesbank Girozentrale

Yasuda Trust Europe Limited

This announcement appears as a matter of record only.

NEW ISSUE (Asian Tranche)

27th July, 1990



KAO CORPORATION

U.S.\$300,000,000

4 3/4 per cent. Notes 1994

with

Warrants

to subscribe for shares of common stock of Kao Corporation

Issue Price 100 per cent.

The Nikko Merchant Bank (Singapore) Limited

ANZ Merchant Bank Limited

CS First Boston (Singapore) Limited

DB Capital markets (Asia) Limited

DKB Asia Limited

IBJ Asia Limited

Jardine Fleming International Limited

Kyowa Finance (Hong Kong) Limited

Mitsui Taiyo Kobe Asia Limited

New Japan Securities International (H.K.) Ltd.

N M Rothschild & Sons (Singapore) Limited

SBCI Securities (Asia) Limited

Takagin International (Asia) Limited

WestLB Securities Pacific Limited, Hong Kong

Baring Brothers & Co., Limited

Daiwa Singapore Limited

The Development Bank of Singapore Ltd

Goldman Sachs (Asia) Limited

Indosuez Asia (Singapore) Limited

Kleinwort Benson Limited

Merrill Lynch International Limited

Morgan Stanley Asia Limited

Nomura Singapore Limited

Salomon Brothers International Limited

Schroders Securities (Singapore) Pte Ltd

S.G. Warburg Securities

Yamaichi International (H.K.) Limited

INTERNATIONAL COMPANIES AND FINANCE

Goodyear posts \$9.4m deficit in soft market

By Barbara Durr in New York

AN AFTER-TAX charge of \$21.4m, or 37 cents per share, and a soft tyre market depressed second-quarter results at Goodyear Tire & Rubber Co, the world's largest rubber manufacturer.

The Akron, Ohio-based company reported a loss of \$9.4m, or 16 cents a share, for the period, compared to a profit of \$7.1m or 47 cents for the second quarter of 1989.

The charges arose from a restructuring of the company's North American tyre operations and the closing of its Bedford, Massachusetts, roofing systems plant. The streamlining of tyre operations, which resulted in a pre-tax charge of \$20m, was designed to improve their cost effectiveness. The charges were related to reductions of some 1,100 personnel.

The closure of the New Bedford plant took another \$15m from pre-tax income for plant shutdown expenses and personnel reduction.

The company said results also reflected depreciation as well as operating and interest expenses in its troubled oil pipeline project. Recognition of these items, which were capitalised, would have brought down the year-earlier period net income by \$26.8m, or 47 cents per share. Oil transport operating losses were \$12.8m in the 1990 second quarter.

Although worldwide sales were up slightly in the second quarter to \$2.9bn from \$2.8bn a year ago, tough price competition in North America and Europe for both tyres and general products, higher costs, a long strike at its tyre plant in Turkey, and the impact of economic reforms in Brazil affected results. Operating income fell in US businesses by 40.3 per cent to \$77.1m for the quarter, and in Europe by 33.8 per cent to \$59.6m.

Given the weakness in the original equipment automotive market for tyres, Goodyear increased its world tyre sales by 2.9 per cent in the quarter by pressing into the replacement market.

Shares on the New York Stock Exchange went 5% lower to be 27 1/4 at midday.

Fierce competition in US drags down GM and Ford

By Martin Dickson in New York

GENERAL Motors and Ford, the two largest US car companies, yesterday reported sharply lower second-quarter earnings due to fierce competition in the depressed North American market and problems overseas. Ford was hit by strikes in Europe, and both were affected by economic upheavals in Brazil.

Net income at GM dropped by 38 per cent, from \$1.45bn in the second quarter of last year to \$900m, while sales and revenues were little changed at \$33.9bn, compared to \$33.5bn. Earnings per share were \$1.32, against \$2.23.

At Ford, net income fell 45 per cent, from \$1.4bn to \$771m, on sales and revenues of \$26.9bn, up \$82m from the second quarter of last year. Earnings per share were \$1.87, compared to \$3.40.

In the US market, where overall car and truck sales were down 3.63 per cent in the first half of this year, the two companies have had to cut prices through rebates and other devices as they battle for market share against Japanese producers. Meanwhile, in Brazil, where both companies have substantial operations, car sales have been hit by the Government's radical economic policies and industrial disruption.

Compaq Computer, the US personal computer manufacturer, reported a strong second quarter with earnings meeting expectations. The company said that 53 per cent of its second-quarter revenues came from outside North America, mostly from Europe.

Net income for the second quarter rose to \$104m, a 24 per cent increase over net income of \$84m in the second quarter of 1989. Earnings per share rose to \$1.18 from 98 cents in the corresponding quarter last year.

Net income for the quarter includes a one-time gain of \$7.5m, or 5 cents per share, resulting from an increase in the carrying value of Compaq's equity stake in Comcon Peripherals, its primary supplier of disk drives. Sales revenues for the quarter were \$62m, a 19 per cent increase over sales of \$52m in the second quarter of 1989.

For the six-month period, net income was \$198m, or \$2.23 per share, compared with \$167.9m or \$1.94 per share. Earnings per share were adjusted for a two-for-one stock split.

Sales for the first half of the year were \$1.7bn, compared with \$1.4bn during the corresponding period last year.

"Our international sales grew 42 per cent; North American sales grew 2 per cent," said Mr Rod Canion, president and chief executive.

Compaq faced a shortage of components during the second quarter, Mr Canion said. Unexpectedly high demand for some

of the company's older products, which are being phased out, left the company short of components including disk drives and semiconductor devices, said Mr Daryl White, chief financial officer.

Low component inventories allowed Compaq to take full advantage of decreasing prices for memory chips and microprocessors. However, Mr White added, this raised the company's gross margins.

Concerns about the component shortage and the company's increasing reliance upon Europe for revenue growth caused an initial drop in Compaq's stock price. The stock opened at \$57, down from a Wednesday close of \$59 1/4, it quickly regained much of the loss in heavy trading.

Acceptance, the finance arm, made \$302, up \$33m.

Ford said its worldwide automotive operations made \$529m in the quarter, down \$705m compared to a year ago, on sales of \$23bn. In the US, its profits were \$356m, down \$103m, because of lower vehicle production, higher incentive costs and higher costs for developing products.

Outside the US, automotive profits were \$173m, down \$602m. This was due mainly to problems in Europe, where vehicle production was lower - partly due to strikes in Belgium and Britain - and increased competition had driven up marketing costs.

Ford was also hit by events in Brazil, where it has a joint venture with Volkswagen.

The company's financial services operations produced earnings of \$242m, up \$69m, or 52 cents a share.

Ford's share of the US car market dipped 1 percentage point in the first half to 21.3 per cent, but Mr Harold Poling, chairman, said he believed this would improve as the new 1991 products became available. Its truck market share rose 1/4 point to 29.3 per cent, thanks in part to the successful launch of its new sports-utility vehicle, the Explorer.

The Toronto Star's advertising line was down 10 per cent in the second quarter.

The Toronto Star also saw advertising fall sharply. Its owners, Toronto Star Publishing - a Maclean Hunter subsidiary - said however, that its two loss-making papers, the Ottawa Sun and the Financial Post - in which the Financial Times has a minority interest - are losing "considerably less" than last year.

Maclean Hunter also predicted that both this year and 1991 would be "difficult years." It pointed to the lacklustre business outlook, the burden of absorbing recent acquisitions, investments in newspaper start-ups and its entry into the British cable-TV industry.

The cost of financing last year's \$600m acquisition of Selkirk Communications, a chain of television and radio stations, was responsible for pushing Maclean Hunter's interest bill to almost \$320m in the latest three months.

It said that half its earnings decline could be attributed to the Selkirk takeover.

GENERAL INSTRUMENT, the US cable television equipment maker, has announced that two potential bidders have entered their interest in it, leaving only the \$1.6bn offer from Fortmann Little.

The leveraged buy-out firm announced its offer of \$44.50 a share in July, confident no other bids would surface. However, two other companies quickly said they were looking at General Instrument.

General Instrument never identified the bidders, referring to them only as "financial entities." Both parties told General Instrument yesterday they were no longer interested in a deal.

Difficult economic conditions in Brazil continued to drag down the results of Whirlpool, the world's largest maker of large home appliances, during the second quarter.

Net profits for the three months ended June fell to \$7m, or 54 cents a share, from \$50m, or 72 cents, a year earlier. Revenues rose to \$1.7bn from \$1.64bn, reflecting mainly a weakening of the US dollar. If results of its Brazilian affiliates were excluded, net profits

would have been 63 cents a share against 52 cents a year earlier.

In spite of a softening US market, Whirlpool increased domestic sales, profits and shipments in the second quarter thanks to aggressive marketing, cost controls and higher productivity. It believes the industry's US sales will fall by between 1 and 3 per cent this year.

European sales were higher in most categories and gross margins improved. Whirlpool continued its ground work for introducing its brand name in Europe alongside the Philips name.

It took control of the Dutch group's main household appliance business two years ago. It forecast the European market would grow by between 1 and 3 per cent this year but remain very competitive.

First-half net profits were \$66m, or 96 cents a share, against \$51m, or \$1.31, a year earlier. Revenues were \$3.34bn against \$3.22bn.

Black & Decker, the US power tools and hardware group, has reported sharply improved results reflecting wider operating margins and its acquisition last year of Embart, a maker of plumbing fixtures and industrial products.

Net profits for the second quarter ended July 1 were \$16.1m, or 26 cents a share, against a net loss of \$5.2m, or 9 cents, a year earlier. Revenues rose to \$1.22bn from \$847.6m.

Net profits for the second quarter ended June rose 10 per cent to \$257.5m, or 90 cents a share, from \$233.7m, or 82 cents, a year earlier.

Beer shipments to wholesalers grew by 4.3 per cent to 22.3m barrels, helping to push

Canadian papers hit by fall in advertising

By Bernard Simon in Toronto

SOFT advertising and commercial printing revenues as well as sharply higher interest costs have severely depressed the second-quarter earnings of Canada's three leading media groups.

Maclean Hunter, whose interests include newspapers, trade magazines and cable television, suffered a 35 per cent slump in net earnings to \$18m (US\$15.6m). At Sun, which owns 16 daily newspapers, income tumbled by 41 per cent to \$14.7m. Toronto Star, which publishes the Toronto Star, Canada's top-selling daily paper, saw a 32 per cent drop in earnings to \$37.9m. Toronto Star has a 23 per cent interest in Sun.

Newspapers in the Toronto area, where the housing market and consumer spending have wilted in recent months, have been especially hard hit by the drop in advertising.

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Beer shipments to wholesalers grew by 4.3 per cent to 22.3m barrels, helping to push

sales net of excise tax to \$2.78bn from \$2.49bn.

The brewer increased its quarterly dividend to 25 cents a share from 22 cents. Its first-half net was also a record at 440m, or \$1.54 a share, against \$400.8m, or \$1.40 a year earlier.

Beer shipments were 42.4m barrels against 41m and sales \$5.17bn compared with \$4.68bn.

"We are extremely pleased with our beer company's performance," said Mr August Busch III, chairman.

Volume growth was "primarily attributable to the introduction of Bud Dry and Busch Light and to the strong performance of our other light beers," he said.

The group's results were also bolstered by higher profits at Campbell Taggart, its diversified foods subsidiary, and at Metal Container, its beer can manufacturing subsidiary.

Du Pont puts pharmaceutical units into venture with Merck

By Karen Zagor in New York

DU PONT, the biggest US chemicals company, is injecting all of its pharmaceutical and radiopharmaceutical imaging agents businesses into a joint venture with Merck, one of the world's biggest pharmaceutical companies.

"Du Pont Pharmaceuticals will become the nucleus for a new, free-standing company," said Mr Roger Morris, a Du Pont spokesman.

The new company, which will be called Du Pont Merck Pharmaceuticals, is expected to have first-year sales of about \$700m, with a first-year research and development budget of \$230m and a staff of about 1,500.

"This is a very elegant way for Du Pont to continue to participate in the pharmaceutical industry without conceding

defeat or having to invest more money in what was starting to look like a black hole," said Mr Viren Mehta, a drugs industry analyst and partner at Mehta Isaly in New York.

Du Pont's pharmaceuticals business, which is expected to have sales of about \$550m in 1990, evolved from Endo Laboratories, which the Illinois-based chemical company bought in 1983.

Although the Du Pont business was well regarded as a high quality operation, analysts said it did not have the necessary global resources in research and marketing to make it a leading player in pharmaceuticals industry.

"This joint venture is a reflection of the changing complexion of the pharmaceutical industry worldwide," said Mr

Mehta. The new company will be able to take advantage of Merck's international expertise. Merck said it would contribute development funds, certain marketing rights to several of its prescription medicines, and cash.

The new company will concentrate on building its European businesses base by adding current Merck pharmaceutical products and expanding its European sales force. It is not expected to produce significant commercial results until the late 1990s.

The two companies already have a marketing and research and development agreement, giving Du Pont certain rights to current Merck products in exchange for Merck access to a class of Du Pont antihypertensive compounds.

BCE bolstered by strength in core telecom business

By Robert Gibbins in Montreal

STRENGTH IN its core regulated telecommunications business continues to bolster performance of BCE, the big Canadian holding company undergoing a restructuring.

Second-quarter consolidated net profit, after preferred dividends, was C\$247m (US\$214.4m), or 82 cents a common share, down 15 per cent from C\$291m, or 98 cents a year earlier. Total operating revenues from telecommunications, manufacturing, financial services, energy and other operations, including real estate, was C\$4.6bn, up 10 per cent.

Bell Canada, the telephone utility, contributed C\$221m, against C\$186m a year earlier. BCE's first-half earnings after preferred dividends were C\$496m, or C\$1.64 a share, against C\$530m, or C\$1.81 a share, a year earlier. Total

operating revenues were C\$9b, up 15 per cent.

Bell Canada contributed C\$441m against C\$400m and Northern Telecom C\$102m against C\$73m. Bell Canada's revenues overall rose about 5.5 per cent. Northern Telecom's earnings were up sharply.

BCE said the core businesses all did well in the latest quarter, while the year-earlier period included a one-time gain of C\$51m on the sale of part of BCE Mobile Communications. Real estate and several other miscellaneous activities made a negative contribution.

At June 30, BCE's loans to troubled Kinburn Corp, a high technology group based in Ottawa, were carried at C\$350m. BCE failed to agree on terms to take over Kinburn and a group of banks is now trying to negotiate resolution of Kinburn's total debt of around C\$800m.

per losses because of sharply lower metal prices.

The Nova Scotia mine could be revamped to raise efficiency or could be shut down. It accounts for about 2 per cent of Rio's total revenues.

Uranium operations turned in better results, with lower operating costs at the Elliot Lake mines.

Pan Canadian Petroleum, the energy arm of Canadian Pacific, reported a 62 per cent drop in second-quarter earnings because of sharply lower oil prices and lower natural gas volumes. Profit was C\$13.7m, or 11 cents a share, against C\$35.9m, or 29 cents a year earlier. Revenues dipped 13 per cent to C\$169m.

First-half earnings were down 21 per cent to C\$58m, or 46 cents a share, on revenues of C\$385m, up 16 per cent.

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Disposals boost UAL to \$141.1m

UNITED Airlines, which recently regained its title as the largest US carrier from American Airlines, has turned in higher second-quarter profits thanks mainly to some asset sales, writes Roderick Oram.

Delta Air Lines, the third largest carrier, reported in contrast a sharp downturn because of widespread fare discounting and a strong year-earlier quarter when it benefited from the strike at Eastern Air Lines.

UAL, parent of United, reported net profits for the second quarter of \$141.1m, or \$6.61 a share, against \$141.1m, or \$6.52. The latest profit included net gains, mainly from aircraft sales of \$63m against \$17.3m a year earlier. Revenues rose to \$2.74bn from \$2.52bn.

Fare yields increased 1.9 per cent to 12.84 cents per passenger-seat mile from 12.61 cents a year earlier. Capacity increased 82 per cent to 23.4bn seat miles from 26.2m, while revenues from passenger miles rose to 18.8bn from 17.4bn. Operating profits fell to \$178.5m from \$221.6m.

The results will be carefully scrutinised by bankers in coming days because United's employees are trying to raise more than \$4bn by early August to finance a leveraged buy-out of the company.

The airline began transatlantic service in May, with routes from Chicago and Washington to Frankfurt. Pacific traffic volumes year-to-date are up 33 per cent on less than a 25 per cent increase in capacity.

Net profits for the first half were \$111.9m, or \$5.14 a share, against \$206.5m, or \$9.55. Operating profits were \$131.4m, against \$294.3m. Revenues rose to \$5.26bn from \$4.64bn.

Delta reported a profit for its fiscal fourth quarter ended June 30 of \$74.1m, or \$1.47 a share. They were markedly weaker than Wall Street had expected and down sharply from \$190.8m, or \$3.87 a year earlier. Revenues slipped to \$2.24bn from \$2.31bn.

The firm's first year it had net profits of \$302.3m, or \$5.79 a share, against \$460.9m, or \$9.37.

Wells Fargo & Company

\$60,000,000
Floating rate subordinated notes due January 1994

In accordance with the provisions of the notes, notice is hereby given that for the interest period 26 July, 1990 to 26 October, 1990 the notes will carry an interest rate of 15 1/8% per annum. Interest payable on the relevant interest payment date 26 October, 1990 will amount to \$190.62 per \$5,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

T. C. Ziraat Bankasi
(Incorporated in the Republic of Turkey with limited liability)

U.S. \$140,000,000
Floating Rate Notes Due 2001

Notice is hereby given that the Interest Rate for the period from 26th July, 1990 to January 22, 1991 is 9 1/8%. The Floating Rate Note Interest Amount payable on 28th January, 1991 is U.S. \$490.83 per U.S. \$10,000.

Bankers Trust Company, London Agent Bank

CVAS 8 LIMITED
US \$100,000,000
Secured Floating Rate Notes due 1993

Interest Rate 8.25% p.a. Interest Period July 27, 1990 to January 22, 1991. Interest Payable per US\$100,000 Note US\$4.90332.

July 27, 1990, London by Citibank, N.A. (US\$ Dept.) Agent Bank

Arranger

HAMBROS BANK LIMITED
Member of TSA
July 1990

TAYLOR WOODROW INVESTMENTS, INC.

U.S. \$100,000,000
Revolving Credit Facility

Guaranteed by

TAYLOR WOODROW plc

incorporating

U.S. \$30,000,000 Swingline Facility

The Committed Banks

Den Danske Bank Aktieselskab
London Branch

Barclays Bank PLC

Hambros Bank Limited

Midland Bank plc

Nomura Bank International plc

Daiwa Europe Bank plc

Hongkong Bank London Limited

National Westminster Bank PLC

Yamaichi Bank (U.K.) Plc

Facility Agent

Hambros Bank Limited

The Swingline Banks

Barclays Bank PLC

New York Branch

National Westminster Bank PLC

New York Branch

Midland Bank plc

New York Branch

Swingline Agent

National Westminster Bank PLC

New York Branch

Arranger



HAMBROS BANK LIMITED

E Germany plans tender issue of short-term notes

Bond Corp buy-back fears sweep markets

the 1990s, the number of people in the world who are under 15 years of age is expected to increase from 1.1 billion to 1.5 billion. The number of people aged 65 and over is expected to increase from 200 million to 400 million. The number of people aged 15 and over is expected to increase from 3.5 billion to 4.5 billion. The number of people aged 15 and over is expected to increase from 3.5 billion to 4.5 billion. The number of people aged 15 and over is expected to increase from 3.5 billion to 4.5 billion.

UK COMPANY NEWS

RM Douglas up 39% at £12.39m

By Andrew Taylor, Construction Correspondent

TAXABLE profits of Robert M. Douglas, the contractor, construction equipment, building materials and property development group, rose by 39 per cent from £8.9m to £12.39m during the 12 months to the end of March.

The increase occurred during what has been a difficult year for many construction companies, particularly those extensively involved in housebuilding in southern Britain.

Turnover rose by a quarter from £261.7m to £326.7m. Earnings per share jumped from 38.5p to 47.5p.

All of the company's businesses performed well last year, said Mr John Douglas, group chairman. The largest contributor to profits growth

was the construction equipment division where demand for formwork (which prevents excavations from caving in) at sites doubled last year.

Contracting, which accounts for about three-quarters of group turnover but generates low margins, also increased profits last year.

Mr Douglas said the contracting order book at the end of June was about £250m, providing work for at least another 12 months. Building materials, concrete and aggregates, also produced record results, although this market was expected to slow this year as construction activity in the UK declined.

At specialist contracting, the

construction of multi-storey car parks, the order book stood at £10m, double that of the same stage last year, he said.

Housebuilding, the group's newest venture had made its first small contribution to profits last year. Reservations on the company's first three housing sites had gone better than expected and would produce better profits this year.

The final dividend was up from 4.5p to 7.5p making 10.5p for the year (6.5p).

COMMENT

The lack of exposure to a highly depressed housing market has meant that Douglas has been able to increase earnings per share by more than a fifth while rival construction

companies more heavily involved in housing have been suffering sharp falls. A solid balance sheet, gearing is only 16.5 per cent, has also stood the company in good stead. A strong presence in the Midlands has cushioned the group from the worst impact of the downturn in construction orders which have been heavily in London and the south-east. Better margins on construction as sub-contractors and material suppliers are forced to reduce prices together with first real housing profits should enable the group to make pre-tax profits of £14m this year which would be a good performance in what looks like being a very difficult 12 months for the industry.

Platinum back in the black with £260,000

PLATINUM, the pens, furniture and housewares group, moved back into the black for the year to end-March with a pre-tax profit of £260,000.

That compared with a loss of £2.94m for the previous 14 months, which included an exceptional provision of £2.07m.

Mr Stanley Cohen and Mr Simon Knott, the joint chairmen, told shareholders that with over 80 per cent of group turnover derived from the manufacture and distribution of consumer goods, Platinum was not immune to the effects of high interest rates and reduced consumer spending.

They pointed out, however, that in writing instruments the product range was being extensively improved and that the new ranges were obtaining improved listings from major customers.

Furniture manufacturing and retailing had a difficult year but the division remained profitable.

Group turnover for the year was £22.58m (£22.29m for 14 months).

Tax accounted for £11,000 (£191,000) and there was an extraordinary debit of £120,000 (£1.79m).

Earnings per share were 0.12p against a previous loss of 2.34p. No ordinary dividend is recommended - the last payment was for the year ended January 31 1982.

Robert Gunn signs off from Boots in confident mood

By Maggie Urry

SHAREHOLDERS in Boots, the retailer and pharmaceutical manufacturer, were given a fond farewell by Mr Robert Gunn, their chairman, who retired yesterday after 39 years with the group.

He told the annual meeting that group sales were 37 per cent ahead in the first quarter, boosted by the acquisition in August last year of Ward White, which included Halfords, the car parts retailer, and the Payless and Fads do-it-yourself chains.

Mr Gunn also held out strong hopes for Manoplax, the group's new heart drug, which last autumn suffered a set-back following disappointing trial results. "We are now back on course with fully restored confidence," he said. He was confident that with Manoplax the "already successful pharmaceutical division will enjoy a new level of growth."

Boots shares rose 3p to 296p yesterday. Sir Christopher Benson takes over as non-executive chairman today.



Robert Gunn: shareholders given fond farewell

However, shareholders asked some questions over the Ward White takeover, which has diluted Boots earnings growth. Mr Gunn said the purchase had taken Boots into much

larger consumer markets than its existing businesses had. He was confident that earnings growth in the longer term "will more than compensate for the dilution of group earnings in the current financial period."

Mr Gunn said sales from the Boots the Chemist chain were up by nearly 6 per cent in the first quarter of the current year and that margins were increasing.

Elsewhere in the retail division there were "outstanding sales increases from Childrens World, Halfords and Boots Opticians".

In spite of the depressed housing market Boots' two DIY chains "produced respectable sales increases". Sales in the pharmaceutical division were ahead by over 6 per cent in the first quarter.

Mr Gunn concluded: "Surely the progress made in the first quarter, at a time of great difficulty for most high street retailers, is testimony to our strength."

SEP Industrial shows 15% advance at £1.16m

SEP INDUSTRIAL Holdings, the USM-quoted maker of industrial fasteners and products, increased its pre-tax profit by 15 per cent, from £1.01m to £1.16m, in the half-year ended March 31 1990.

But that masked the strength of the core activities, said Mr Paul Formby, chairman and chief executive. Stripping out the contribution from the building products division, sold last year, the underlying profit growth was nearly 60 per cent.

Sales advanced by 58 per cent to £31.7m (£20.14m). The underlying rise was 85 per cent.

Mr Formby said a particularly strong performance was recorded by the Combori Group and SEP Fasteners. Sales volumes were increased substantially in Belgium and also showed growth in France and the Netherlands. The benefit of cost reductions following the merger of SEP Fasteners with PSS was reflected in a rapid improvement in results.

In contrast, the North American activities incurred a small loss in difficult trading conditions.

Earnings worked through at 1.64p (1.5p) and the interim dividend is raised to 0.44p (0.4p).

IN BRIEF

BABCOCK: Lord King, chairman, told the annual meeting that the first quarter had started well and that the outlook continued to be satisfactory, with good order books and a healthy balance sheet. **BANK LEUMI (UK) Net profit**, after tax and transfer to inner reserves, attributable to shareholders was £1.65m (£1.35m) for the six months to June 30. The interim dividend is maintained at 4.5p and there is a scrip option again.

BERKELEY GOVETT reported interim pre-profits up 18 per cent to £22.7m (£12.56m) for the six months to June 30. Earnings per share were up by 15 per cent from 20.7p to 23.8p and the interim dividend is up 1 cent to 7 cents.

GRAND CENTRAL Investment Holdings has entered into a conditional agreement with Prudential Asset Management Asia (PAMA), a subsidiary of Prudential Insurance Company of America, under which PAMA will invest \$11m (£3.4m) to acquire a shareholding of 19.8 per cent in GCII Singapore.

LUCAS INDUSTRIES has acquired California-based Digital Electronics Corporation for \$15m (£7.98m).

SIMON ENGINEERING has acquired Wastewater Treatment Systems of California for an initial cash consideration of \$2.5m (£1.38m), with further sums payable dependent on pre-tax profits for the three years to December 1993.

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ANALYSIS OF BANK ADVANCES AND ACCEPTANCES (a)

To UK residents by reporting institutions in the UK at May 31, 1990 (Bank of England Quarterly Bulletin)

Amounts outstanding (sterling and other currencies, starting only in Britain)	All monthly reporting	Total to UK residents (£m)	Energy and water supply				Manufacturing industry				Extraction of minerals & ores	Metal manufacturing	Mineral products
			Agriculture, forestry & fishing	Oil and extraction of natural gas	Other energy industries	Water supply	Total (£m)	Chemical & allied products	Food, drink & tobacco	Textiles, leather, clothing and footwear			
Loans and advances													
1990 FEB		404,992	7,005	3,350	692	256	46,232	909	1,594	1,388			
MAY		416,974	7,014	3,446	540	286	47,448	972	1,751	1,444			
Acceptances													
1990 FEB		20,563	68	534	181	13	7,098	60	210	121			
MAY		19,842	45	481	235	23	6,343	30	210	91			
Total													
1990 FEB		425,555	7,073	3,884	873	270	53,330	969	1,804	1,509			
MAY		436,816	7,059	3,937	775	289	53,791	1,002	1,961	1,535			
Of which in sterling													
1990 FEB		350,477	6,880	1,737	782	202	37,781	533	1,115	968			
MAY		361,272	6,890	1,835	728	218	37,856	587	1,104	995			
Changes in total lending in sterling three months ended:													
1990 FEB		16,458	184	322	140	80	2,574	-141	6	88			
MAY		10,795	10	198	-23	14	-225	65	-11	27			
In other currencies (Adjusted for exchange rate effects)													
1990 FEB		876	84	-78	20	28	885	-107	41	-12			
MAY		-270	-28	-107	-57	5	550	-28	164	-7			
Group detail Total outstanding (Sterling and other currencies) of which in sterling													
1990 FEB		253,887	220,618	6,584	1,293	282	26,458	508	794	845			
MAY		258,924	226,317	6,472	1,200	288	26,327	548	827	797			

Amounts outstanding (sterling and other currencies, starting only in Britain)	All monthly reporting	Total to UK residents (£m)	Manufacturing industry (Continued)				Extraction of minerals & ores	Metal manufacturing	Mineral products
			Chemical industry	Mechanical engineering	Electrical & electronic engineering	Motor vehicles			
Loans and advances									
1990 FEB		2,433	3,339	5,126	1,222	1,354	3,038	7,892	14,829
MAY		2,633	3,380	4,874	1,417	1,384	3,030	8,911	14,729
Acceptances									
1990 FEB		589	241	680	528	47	311	2,778	227
MAY		597	184	745	558	46	225	2,261	1,198
Total									
1990 FEB		3,022	3,581	5,806	1,750	1,405	3,349	10,670	15,026
MAY		3,230	3,564	5,619	1,975	1,433	3,154	11,172	15,927
Of which in sterling									
1990 FEB		2,200	2,541	4,283	1,228	2,581	2,308	2,818	10,750
MAY		2,368	2,467	4,057	1,213	2,380	2,710	2,721	10,854
Changes in total lending in sterling three months ended:									
1990 FEB		180	349	395	-2	225	683	15	724
MAY		-145	-338	131	-16	-181	-198	205	74
In other currencies (Adjusted for exchange rate effects)									
1990 FEB		59	-173	-3	23	-75	689	19	285
MAY		135	-36	-12	56	-22	715	-234	-238
Group detail Total outstanding (Sterling & Other Currencies) of which in sterling									
1990 FEB		1,655	2,296	3,200	650	1,015	2,337	4,047	7,221
MAY		1,812	2,243	2,791	635	942	2,241	4,317	7,107

Amounts outstanding (sterling and other currencies, starting only in Britain)	All monthly reporting	Total to UK residents (£m)	Transport & communications				Postal services & telecommunications	Other services
			Construction (d)	Total (d)	Retail and wholesaler	Other retail distribution		
Loans and advances								
1990 FEB		15,808	37,595	4,201	11,765	11,095	1,228	4,304
MAY		16,187	38,598	4,264	11,608	10,933	1,494	4,754
Acceptances								
1990 FEB		412	3,241	330	1,371	1,415	125	69
MAY		411	2,998	280	1,185	1,381	133	71
Total								
1990 FEB		16,220	40,836	4,531	13,137	12,508	1,353	4,373
MAY		16,598	41,597	4,544	13,217	12,989	1,464	4,825
Of which in sterling								
1990 FEB		14,625	32,785	4,438	12,281	7,257	8,751	3,188
MAY		14,882	33,632	4,437	12,270	7,485	8,440	3,315
Changes in total lending in sterling three months ended:								
1990 FEB		915	488	241	-609	181	697	79
MAY		277	988	1	-11	189	888	128
In other currencies (Adjusted for exchange rate effects)								
1990 FEB		58	-1,057	90	-17	-244	-18	89
MAY		25	-90	12	98	-273	-33	320
Group detail Total outstanding (Sterling & Other Currencies) of which in sterling								
1990 FEB		10,475	22,405	3,005	8,058	4,812	6,731	2,482
MAY		10,759	23,135	2,980	8,148	4,857	7,140	2,712

Amounts outstanding (sterling and other currencies, sterling only in Britain)	Financial							Business & other services					Personal	
	Total	Building societies (a)	Investment and unit trusts (a)	Insurance companies (b) (c) (d)	Lending companies	Securities dealers (e) (f)	Other financial	Total (g)	Central & local govt. services	Property companies	Hiring of movables	Other services	House purchase (h)	Other
Loans and advances														
1990														
FEB	98,887	7,845	8,186	4,201	15,259	20,018	43,678	60,460	1,722	34,043	1,478	32,217	80,377	39,087
MAY	100,904	7,280	7,741	4,833	16,251	21,482	43,385	72,501	1,714	35,678	1,808	33,469	82,766	40,005
Acceptances														
1990														
FEB	7,282		94	60	1,232	23	5,843	1,895	-	76	101	1,080		
MAY	7,594		126	73	1,937	8	6,302	1,227	3	28	182	1,039		
Total														
1990														
FEB	106,169	7,916	8,280	4,291	16,491	20,041	49,522	70,726	1,722	34,118	1,879	33,205	80,377	39,087
MAY	108,738	7,289	7,687	4,707	17,688	21,498	49,699	73,727	1,717	35,702	2,182	34,007	82,766	40,005
Of which in sterling														
1990														
FEB	89,633	7,284	8,026	3,985	15,309	3,540	33,009	63,104	1,696	32,317	1,313	27,779	80,169	38,834
MAY	91,558	7,181	8,103	3,971	16,250	3,469	34,662	66,493	1,689	34,005	1,418	27,340	82,303	39,755
Changes in total lending in sterling three months ended:														
1990														
FEB	4,243	1,133	438	258	676	338	1,083	4,334	-177	2,317	-18	2,211	2,066	1,011
MAY	2,978	-133	76	930	94	130	1,533	1,688	106	1,561	2,335	2,335	1,542	514
In other currencies (Adjusted for exchange rate effects)														
1990														
FEB	208	85	-18	-236	3	-102	611	168	487	-10	-14	-804	39	21
MAY	730	143	500	9	245	112	-750	-439	-11	-125	88	-385	54	-48
Group detail Total Outstanding (Sterling & Other Currencies) of which in sterling														
1990														
FEB	23,244	1,945	4,548	1,758	3,851	8,448	35,482	434	18,942	748	20,268	78,762	29,137	
MAY	23,245	1,943	4,514	1,804	3,833	8,421	35,910	527	15,743	949	21,238	79,781	29,937	

(a) Comprises loans, advances and acceptances. Loans and advances include lending under the DTI special scheme for shipbuilding for UK buyers, secured money at call placed with Stock Exchange money brokers and gilt-edged market makers, and time deposits placed with, and holdings of certificates of deposit and other securities having an original maturity of one year or more issued by, building societies.

(b) Changes in the reporting population to February 1990 accounted for an increase of some £21m (net) in total sterling lending; other currency lending was increased by some £15m.

(c) Changes in the reporting population to May 1990 accounted for an increase of some £73m (net) in total sterling lending; other currency lending was reduced by some £5m.

(d) With effect from end-August 1989 the levels shown include Abbey National plc and Abbey National Treasury Services plc, who joined the reporting population at the beginning of July 1989. Both institutions are included in the retail banks group.

(e) Revisions to the calculation of the adjustments for exchange rate effects have resulted in substantial amendments to the foreign currency lending figures published in the press release of April 11. Amended figures for the quarter to end-May 1990 can be found in the May 1990 Quarterly Bulletin.

(f) Included lending under the DTI special scheme for shipbuilding for UK buyers.

(g) Includes time deposits placed with, and holdings of certificates of deposit and other securities having an original maturity of one year or more issued by, building societies.

(h) Included secured money at call placed with Stock Exchange money brokers and gilt-edged market makers.

(i) In the quarter to end-February 1990 one bank sold some £1.5bn of outstanding lending for house purchase to a financial institution. No adjustments to the figures have been made for these.

WASTE MANAGEMENT

The Financial Times proposes to publish this survey on:

26th September 1990

For a full editorial synopsis and advertisement details, please contact:

Alison Barnard
on 071 873 4148

or write to her at:

Number One
Southwark Bridge
London
SE1 9HLFINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

COMPANY NOTICE

VCL (HOLDINGS) LIMITED

NOTICE IS HEREBY GIVEN pursuant to Section 173 of the Companies Act 1985 ("the Act") that:

1. VCL (Holdings) Limited ("the Company") has, by special resolution passed on 20th July 1990 pursuant to Section 173 of the Act approved a payment out of capital for the purpose of purchasing issued ordinary shares of £1 each of the Company.

2. The amount of the permissible capital payment as defined in Section 171 of the Act is £172,000.

3. The statutory declaration of the directors of the Company and the auditors report required by Section 173 of the Act are available for inspection during business hours at the registered office of the Company being Ectover Road, Plymouth PL6 7PU.

4. Any creditor of the Company may at any time within the five weeks immediately following the date of the resolution for payment out of capital apply to the Court under Section 176 of the Act for an order prohibiting the payment.

Dated: 26th July 1990

R J GALE
Secretary

HERTFORDSHIRE</

Yeltsin opens way for free market grain sales

To that end, he said that all farm products produced "over and above what is agreed in contracts" could be freely sold

The new measures seem to cut across the deal already offered by the Central Government to purchase crops produced above plan targets for hard currency. However Mr Yeltsin's scheme would be aimed at keeping the grain in the Russian Federation harvest inside the borders of the republic.

The Veterinary Products Committee, which advises the Government on the safety, quality and efficacy of veterinary medicines, said yesterday that it was not "completely satisfied. . . with some pharmaceutical aspects of the product or with aspects of the safety of treated animals."

The committee described its decision not to recommend lic-

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goes for growth at C

the normal quarterly rises have left workers lagging behind.

Greener set-aside rules announced

tion, the Federal Government has no direct powers over environmental matters, which are left to the states. However, the Government does have some

ety. His advisers are pushing the timber industry line rather than a more equitable approach to the way we use our forests resource."

"If the product is to be used commercially, the committee is not completely satisfied on the basis of the data presented."

cago Mercantile Exchange (CME), though specific negotia-

Greenberg, the exchange's chairman, says Comer's membership is delighted to have him back. "We consider David

the EC-backed scheme was introduced.

They operate a nearby hydroelectric plant as well as the

the inflation protection to the second year.

WORLD COMM

COMMODITIES PRICES

cago Mercantile Exchange (CME), though specific negotia-

dent. He expects a merger or combination agreement accept-

a member of our family," he says.

Chicago				
SOYABEANS 5,000 bu min; cents/100b bushel				
	Close	Previous	High/Low	
Aug	592 1/4	595 5/8	594/0	593 3/4
Sep	598 1/2	598 3/4	599 1/4	598 3/4
Nov	603 1/4	599 1/2	610/0	599 1/2
Jan	620 1/4	609 3/4	621 1/2	610/0
Mar	632 1/4	619 1/4	632 1/2	621 1/4
May	642 1/4	627/0	642 1/2	627 1/4
Jul	645 1/4	634/0	646/0	634/0
Aug	655 1/2	628/0	656 1/2	625 1/4
SOYABEAN OIL 60,000 lbs; cents/lb				
	Close	Previous	High/Low	
Aug	23.79	23.50	23.67	23.50
Sep	23.70	23.58	23.80	23.58
Oct	23.70	23.58	23.85	23.80
Dec	23.67	23.58	23.80	23.58
Jan	23.92	23.85	23.95	23.70
Mar	23.95	23.72	23.95	23.80
May	23.95	23.75	23.95	23.80
Jul	23.86	23.70	24.00	23.70

	Close	Previous	High/Low
Aug	171.1	168.9	171.9
Sep	172.8	170.3	173.6
Oct	174.1	171.9	175.1
Nov	177.2	174.0	178.3
Jan	178.7	177.2	179.1
Mar	181.6	177.5	181.8
May	182.1	178.0	182.0
Jul	183.0	180.2	183.0
MAIZE 5.00 bu m/c; cents/56lb bushel			
	Close	Previous	High/Low
Sep	263/4	260/8	263/8
Dec	267 1/2	265 1/4	269 1/2
Mar	269 3/8	263 1/4	269 1/2
May	271/0	269 1/2	271/0
Jul	273/2	272/2	273/4
Sep	275 1/2	273 1/2	276 1/2
Dec	281/0	280/4	281/8
WHEAT 5.00 bu m/c; cents/60lb bushel			
	Close	Previous	High/Low
Sep	381/8	381/4	382/4
Dec	318/2	317/4	318/0
Mar	328/4	327/6	328/4
May	329/0	328/4	329/4
Jul	321/4	320/4	322/0
Sep	328/2	0	328/0
LIVE CATTLE 40.00 lbs; cents/lbs			
	Close	Previous	High/Low
Aug	77.85	77.87	77.72
Dec	78.47	78.92	78.40
Feb	77.37	77.85	77.95
Dec	76.77	76.68	76.50
Apr	77.10	76.90	77.25
Jul	74.82	74.39	74.85
Aug	73.02	72.82	73.50
LIVE HOGS 30.00 lb; cents/lbs			
	Close	Previous	High/Low
Aug	60.12	60.67	60.50
Oct	60.57	60.87	60.70
Dec	51.82	52.27	50.15
Feb	49.46	49.85	49.65
Apr	49.27	49.25	49.50
Jul	50.58	50.50	50.15
Jul	50.40	50.37	50.40
Aug	49.75	49.78	49.70
PORK BELLS 10.00 lb; cents/lb			
	Close	Previous	High/Low
Aug	46.95	47.12	46.12
Sep	54.82	53.90	55.70
Nov	54.12	54.10	53.20
May	56.40	56.20	55.35

LONDON STOCK EXCHANGE

Equities slide below FT-SE 2,350

HIGHLY disappointing first-half trading figures from ICI, coupled with a shaky start to the new Wall Street session, brought the UK equity market down heavily yesterday.

Trading volume remained sluggish, with the exception of ICI and a handful of other special situation stocks, but the FT-SE index fell 20 points, breaking through an important resistance level.

The interim results from ICI were below even the most recently downgraded forecasts from London brokerage houses and, as an additionally disappointing feature, failed to produce an expected increase in the half-time payout.

"It was very negative for Great Britain plc, as well as ICI," commented a trader at County NatWest.

ICI's reference to a "more difficult business environment," although merely emphasising the bearish views on the corporate profits outlook circulated for some weeks

past by City analysts, hit the market hard. ICI shares, already weak ahead of the statement, fell heavily in confused trading which saw the trading screens signalling a backwash in the share price - when shares could briefly be bought from one marketmaker and sold at a higher price to another. The ICI share price lost 6 per cent on the day, and Shell was among other leading stocks to suffer in sympathy.

The ICI news quickly reversed an early gain of five Footsie points in a market responding initially to firmness in sterling and in UK Government bonds, as well as a

steadier trend on Wall Street overnight.

The loss on the Footsie soon extended to double figures and was carried further when Wall Street opened sharply down. The important FT-SE 2,350 level was abandoned, and at the worst the index was nearly 27 off with 2,330, the next support level, only seven points away. However, London steadied as the New York market rallied at mid-session.

The final result showed the FT-SE index at 2,341.1, a loss of 20.6 on the day. The market is now some eight Footsie points below the closing level on Monday, when Wall Street's weakness first unsettled London.

Seag trading volume increased to 468.8m shares from 427.5m in the previous session, but yesterday's total included heavy trading in ICI (7.6m shares) and in Unilever (13m), which agreed to a bid from Yule Catto. Also contributing to market activity was a placing of 14m shares in Johnson Matthey, representing the entire 8 per cent stake held by Cookson Group.

Traders commented that, outside these special situations, stock market business was unimpressive. Equity turnover has returned to dismal levels, posing a threat to the financial health of some securities houses.

FINANCIAL TIMES STOCK INDICES									
	July 26	July 25	July 24	July 23	July 20	Year Ago	1990	Low	Since Completion
Government Secs	79.07	79.99	79.53	79.43	N/A	87.07	84.20	74.13	49.18
Fixed Interest	80.08	80.08	80.36	80.23	80.06	87.14	82.51	83.80	105.4
Ordinary Share	1851.5	1865.7	1866.7	1867.1	1898.1	1902.5	1868.3	1863.8	2008.8
Gold Mines	189.9	188.2	184.7	182.6	181.9	193.2	178.5	167.9	73.7
FT-SE 100 Share	2344.1	2384.7	2380.9	2359.7	2400.1	2393.7	2463.7	2103.4	2463.7
FT-SE Div. Yield	5.04	4.99	4.97	4.96	4.89	4.30	5.04	5.04	5.04
Earning Yld % (full)	10.97	10.98	10.95	10.93	10.79	10.04	10.97	10.97	10.97
P/E Ratio (Net)	11.08	11.04	11.07	11.10	11.27	11.97	11.07	11.07	11.07
SEAD Bargains 4.45pm	20.434	21.758	21.361	23.628	N/A	28.446	20.434	21.758	21.361
Equity Turnover (m)	468.8	801.52	802.05	804.89	1330.28				
Equity Bargain	21,032	21,092	22,956	27,933	29,688				
Shares Traded (m)	468.8	801.52	802.05	804.89	1330.28				
Ordinary Share Index	1851.5	1865.7	1866.7	1867.1	1898.1	1902.5	1868.3	1863.8	2008.8
Open	1851.5	1865.7	1866.7	1867.1	1898.1	1902.5	1868.3	1863.8	2008.8
Close	1851.5	1865.7	1866.7	1867.1	1898.1	1902.5	1868.3	1863.8	2008.8
High	1851.5	1865.7	1866.7	1867.1	1898.1	1902.5	1868.3	1863.8	2008.8
Low	1851.5	1865.7	1866.7	1867.1	1898.1	1902.5	1868.3	1863.8	2008.8
Day's High	1851.5	1865.7	1866.7	1867.1	1898.1	1902.5	1868.3	1863.8	2008.8
Day's Low	1851.5	1865.7	1866.7	1867.1	1898.1	1902.5	1868.3	1863.8	2008.8

ICI result shakes the market

ICI shares fell 6 per cent yesterday after the group announced a larger fall than expected in interim profits and surprised the market by not increasing the dividend.

Dealers had factored into ICI profits of £12m to £13m, compared with £9.4m in the same period last year. The news that profits had declined to £7.3m caused a steady fall throughout the session, with the shares eventually 66 lower at 104.9p, having traded down to 105.9p at one stage. A total of 7.6m changed hands.

The results depressed the chemicals sector, with BOC finishing 12 lower at 573p and Courtauld down 10 at 369p.

Analysts lowered their full year profits estimates for ICI from £1.4m to around £1.2m. Barclays de Zoete Wedd reduced its forecast from £1.4m to £1.2m, while Smith New Court cut its figure to £1.15m from £1.35m.

Storehouse active

Turnover increased to 16m shares in Storehouse after a brokerage concern raised its profits forecast, and there were suggestions in the market that Sir Terence Conran, the former chairman, had sold the bulk of his remaining stake.

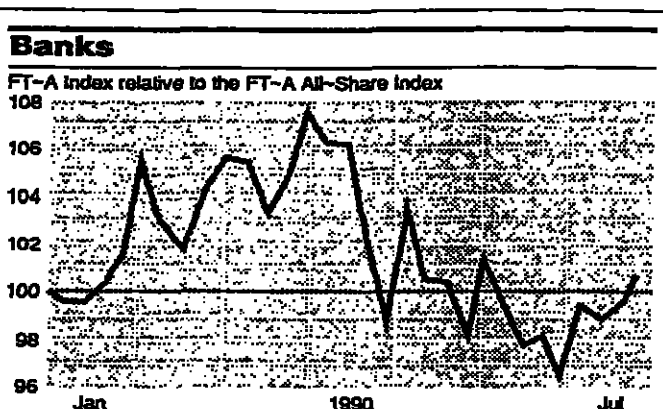
Storehouse closed 4 higher at 156p after James Capel increased its profits estimate for the current year to £33m from £29m, and to £55m from £47m for next year.

James Capel said that BHS, the largest part of the group, had achieved strong sales growth during the first four months of this year. And taking a two-year view, the strength at BHS would eventually spread to Habitat and Mothercare.

There was also talk that Sir Terence had reduced his shareholding in Storehouse from 9m to 2.5m, although his stake is now too small for that to be confirmed under the stock exchange disclosure rules. Last week Sir Terence sold 20m shares at 118.4p.

Stake placed

One of the market's long-running expectations was fulfilled when Cookson Group successfully placed its 7.9 per cent stake in Johnson Matthey, the precious metals refiner. The 14m-share block was successfully placed by Credit Suisse First Boston with a range of investment institutions, 75 per cent going to UK funds and the rest to offshore investors.



Today sees the start of the high street banks' interim reporting season, with Lloyds Bank the first to announce its half-time results. The sector has been hit by large-scale profits downgrades, triggered by worsening bad debts, but these have been cushioned by expectations of big dividend increases.

The shares were placed at 27p, a discount of about 5 per cent to the overnight market price for Johnson Matthey shares, which was regarded by analysts as a reasonable discount in the present nervous state of the equity market.

After the placing, Johnson Matthey traded down to 27p for a fall of 11. Cookson rose to 156p before settling back at 150p, unchanged on the day.

Oil shares turned decisively easier as profit-takers moved in after the outstanding gains of the past few weeks. There was no news from the Opec meeting in Geneva, but specialists expected to hear today of an agreement on an upward revision in Opec's reference price from \$18 a barrel to \$20. Brent for September delivery fell back through the \$19 a barrel mark at one point yesterday.

Shell Transport bore the brunt of the selling pressure in the majors, with the shares closing 3 off at 479p, after 477p, on turnover of 9m - at least twice normal levels.

As well as the profit-taking triggered by the easier oil price, Shell was hit by the poor figures from ICI, the chemicals group. Dealers were quick to knock down Shell, which derives considerable profits from its substantial petrochemicals businesses. The petrochemicals factor was one reason for Kleinwort Benson's oil team removing Shell from its buy list at the firm's morning meeting yesterday.

Kleinwort's Philip Lambert said that although KB remained "very bullish on crude prices" they had told clients to "concentrate their buying power on BP and Lamo, with their high gearing to

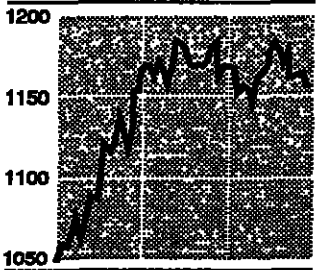
programme in the UK water industry plus a rigorous approach to achieving efficiency gains.

North West shares touched 238p before closing a net 3 higher at 236p on volume of 4.3m. The turnover figure was boosted by a cross of 1.5m shares. Thames, where 3.4m changed hands, moved up 2 1/2 to 294 1/2p. Also prominent were Severn Trent, which rose 5 to 220p on 3.7m. The Water Package moved up 32 to £23.25.

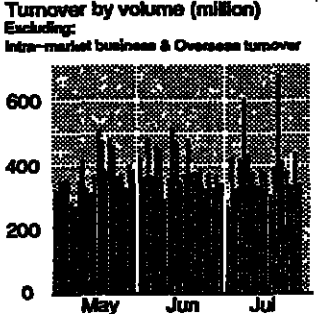
The brewery sector continued to be hampered by negative comments from leading investment houses. BZW cited the current weakness of public house property values as one of the main reasons for changing its long-term investment view from overweight to neutral. A similar strategy is advised by the independent brokerage firm of Testar & Greenwood, which predicts a flatish beer market this summer and a tougher climate for consumer spending as the Poll Tax starts to bite.

Shearson Lehman Hutton is especially vocal on the question of beer price inflation. "The brewers appear to be milking their businesses ahead of uncertain times in both

FT-A All-Share Index



Equity Shares Traded



their brewing and pub retailing divisions," said Shearson. Although leading stocks lacked significant interest, Grand Metropolitan weakened 7 further to 637p, after 639p. The shares have been in decline since McDonald's reported disappointing earnings on Monday, in spite of assurances that the news was not necessarily bearish for GrandMet's fast-food Burger King subsidiary.

Bank shares fell back, with dealers noting several large lines of stock on offer, particularly in Barclays and NatWest, although in Barclays' case

these were absorbed by a big buyer in the market. Barclays ended the session 5 off at 402p on 3.7m, while NatWest lost 4 to 333p on 4.5m.

Abbey National, which has outperformed the market by 50 per cent since August last year and which on market capitalisation has ousted Midland as the UK's fourth biggest bank, retreated 5 1/2 to 223p on turnover of 5.7m. Abbey reports interim results on Wednesday, with Dr John Wrigglesworth of UBS Phillips & Drew going for pre-tax profits of £278m and an interim dividend of 3.2p. For the full year the UBS analyst has lowered his expectation from £55m to £58m - "owing to the adverse effects of the depressed state of the housing market."

News agency reports that a storm in the Caribbean is developing into a hurricane caused a flurry of selling throughout a composite insurance sector soon to reveal the full extent of the damage to profits wrought by the bad storms in Europe in January and February. Commercial Union lost 11 to 60p and General Accident the same amount to 508p, after 503p.

Asda rose 1 1/2 to 120 1/2p as 9.9m shares changed hands on suggestions that various brokers had raised their forecasts. However, all the brokers concerned said they had not, but most did say that the market had begun to view Asda in a more favourable light.

STC was heavily supported, closing 3 higher at 289p, after 287p, with 4m shares traded. The group reports interim results on Monday and the market expects the figures to be accompanied by details of

TRADING VOLUME IN MAJOR STOCKS									
	Value	Vol	Price	Value	Vol	Price	Value	Vol	Price
ADM	100	100	100	100	100	100	100	100	100
ADM	100	100	100	100	100	100	100	100	100
ADM	100	100	100	100	100	100	100	100	100
ADM	100	100	100	100	100	100	100	100	100
ADM	100	100	100	100	100	100	100	100	100
ADM	100	100	100	100	100	100	100	100	100
ADM	100	100	100	100	100	100	100	100	100
ADM	100	100	100	100	100	100	100	100	100
ADM	100	100	100	100	100	100	100	100	100
ADM	100	100	100	100	100	100	100	100	100

Based on trading volume for most Alpha securities dealt through the SEAQ system yesterday until 4.30pm.

the long-awaited deal with Japan's Fujitsu. The latter is expected to take a majority stake of at least 60 per cent in ICI, STC's computer mainframe business. Dealers expect STC to achieve interim pre-tax profits in the region of £70m to £90m, well down on the £114.6m made last year.

More selling of Thorn EMI occurred in front of today's annual meeting, with the market bracing itself for a cautious statement on current trading. Thorn closed a further 10 down at 70p.

The reaction from this week's high point for the year in publisher EMAP continued, leaving the shares down 13 for a two-day drop of 26 to 232p. A leading investment bank denied suggestions in the mar-

ket that it had downgraded the stock.

David S. Smith eased to 328p after revealing annual profits short of market expectations. Analysts' forecasts were pitched around £28m, against £33m for the previous period, but the company announced profits of £26.4m. The news immediately brought a marked divergence in estimates for the current year, which now range from £26m to £45m.

Frederick Cooper, the electrical products and security group, drifted 3 easier to 87p after forecasting a fall in profits this year from £2.7m to £4.6m. The company also announced the issue of 13.5m new shares, which will be placed with various institutions at 81p a share subject to a

clawback agreement for qualifying shareholders, to finance two acquisitions.

News of an agreed offer aroused heavy turnover of 18m shares in Unilever Holdings and a sharp gain in the price, up 2 1/2 to 105p. Yule Catto is offering 106p cash for each Unilever share, with a loan stock alternative.

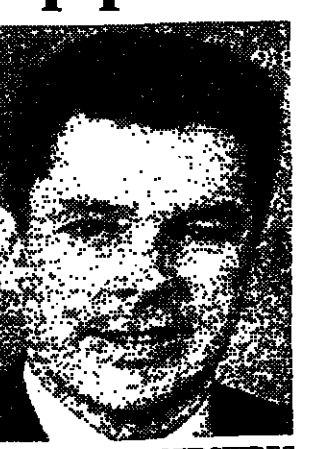
Slightly higher interim profits and the forecast that next year's results "should benefit as a consequence of the post-acquisition reorganisation of Hugh Mackay" failed to support Allied Textile shares, which moved down 5 to 375p.

■ Other Market statistics, including the FT-A All-Share share index, Page 36

LONDON SHARE SERVICE

BRITISH FUNDS									
	1990	1989	1988	1987	1986	1985	1984	1983	1982
High	100	100	100	100	100	100	100	100	100
Low	100	100	100	100	100	100	100	100	100
Stock	100	100	100	100	100	100	100	100	100
Price	100	100	100	100	100	100	100	100	100
Yield	100	100	100	100	100	100	100	100	100
Int. Yld	100	100	100	100	100	100	100	100	100
Index-Linked	100	100	100	100	100	100	100	100	100
(1)	100	100	100	100	100	100	100	100	100
(2)	100	100	100	100	100	100	100	100	100
AMERICANS - Contd									
100	100	100	100	100	100	100	100	100	100
100	100	100	100	100	100	100	100	100	100
100	100	100	100	100	100	100	100	100	100
100	100	100	100	100	100	100	100	100	100
100	100	100	100	100	100	100	100	100	100
100	100	100	100	100	100	100	100	100	100
100	100	100	100	100	100	100	100	100	100
100	100	100	100	100	100	100	100	100	100
100	100	100	100	100	100	100	100	100	100
100	100	100	100	100	100	100	100	100	100

Midshires top post



BIRMINGHAM MIDSHIRES BUILDING SOCIETY has appointed Mr Michael Jackson (pictured) as group chief executive from September 3. He will succeed Mr David McDonald who is due to retire later this year. Mr Jackson was senior vice president and head of operations for Europe, Middle East and Africa at Bank of America, London.

Mr David Hall has been appointed engineering director, and Mr Michael Bidston, company secretary, becomes finance director of CHESTER WATERWORKS COMPANY. Mr Brian Hopper retired as general manager on September 1, when he will be succeeded

by Mr Hall. Mr Hopper retires from the board at the end of the year. Mr Barry Bate, a director since 1980, has retired.

MERCURY FUND MANAGERS has appointed Mrs Susan Wood as manager of the UNITED PERSONAL COMMUNICATIONS. He was finance director at STC Telecommunications. Mr Jim Morrison becomes human resources director. He was with Thorn-EMI.

PERRY GROUP has appointed Mr Colin Staffell as group property manager.

BAIN CLARKSON is forming Bain Clarkson Reinsurance Brokers. Chairman of the new company will be Mr D.M. Berland, deputy chairman Mr P.M. King and joint managing directors Mr N. Fenner-Fowles and Mr J.D. McNamara.

Mr Dick Foy (pictured) has been appointed finance director of the BOND STREET ASSOCIATION. He was finance director at STC Telecommunications. Mr Jim Morrison becomes human resources director. He was with Thorn-EMI.

venture backed by STC, US West, Thorn-EMI, and Deutsche Bundespost Telekom.

Mr Philip Watson of Bally Shoes has been re-elected chairman, and Mrs Paula Rigby of Penhaligon's elected vice chairman of the BOND STREET ASSOCIATION.

TEREDO PETROLEUM has appointed Mr Peter Simonis (pictured) as a non-executive director from August 1. On September 1 he will take over the chairmanship from Mr John Cornish who is retiring. Mr Simonis is a director of Morgan Crucible Company, Haden MacLellan Holdings, and Whesoe. He is also on the board of Rowan Companies Ltd and chairman of its UK subsidiary British American Offshore. Previously he was a director of The Burmah Oil Company, and Carless.

EFT GROUP, Edinburgh, has appointed Mr John A. Wright as a director. He was credit and risk director of EFT Finance, the asset finance division, and will retain this responsibility.

Mr John Wood, administration director of PRIMESIGHT, has additionally been appointed responsible for production. His

responsibility for operations has been passed to Mr David Batten who becomes operations director.

Mr Brian Gregory has become head of management accounting in GUARDIAN ROYAL EXCHANGE, the corporate head office finance division. He was financial controller, equity securities operation, County NatWest.

EFC, Oxford, a garden products and forestry group, has promoted Mr Alan Joyes to managing director operations, and Mr Robert Shaw to managing director finance.

SECURITAS TECHNOLOGY, Tewkesbury, a division of System 4 International, has promoted Mr John Deadman from sales director to managing director. He succeeds Dr Tam Halms, who becomes chairman.

Mr W.B. Dunn, on the board since 1983, has been appointed non-executive deputy chairman of ILLINGWORTH MORRIS.

Mr Christopher Benson has become chairman of THE BOOTS COMPANY following the retirement of Mr Robert Gumm. Mr Christopher was made chairman designate last January, and has been on the board since 1989. He is chairman of MEPC, of the Housing Corporation, and of Redpack, and a director, Sun Alliance & London Insurance.

Continued on next page

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LONDON SHARE SERVICE

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MOTORS, AIRCRAFT TRADES - Contd

1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	999	998	997	996	995	994	993	992	991	990	989	9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International Bond	\$10.14	\$0.16	+0.02	
	\$10.14	\$0.16	+0.01	

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

High yielding currencies rise

THE DOLLAR and sterling were generally firm at a time when interest rate considerations were the main topic of discussion. The US currency rose above \$160.00, on fading expectations of an upward move in the Japanese discount rate and on an earlier report that Mr Wayne Angell, a Federal Reserve Board governor, is opposed to an easing of US monetary policy.

Selling of the yen against the dollar and European currencies was seen in Tokyo, where the US unit rose above \$150.00 for the first time since July 10. At the London close the dollar had advanced to \$150.45 from \$149.85. It had also climbed to DM1.6225 from DM1.6170; to FF9.8575 from FF9.8325; to SF1.3770 from SF1.3715. The dollar's index rose to 65.4 from 65.2.

The next test for the dollar is likely to come today, when figures on second quarter US Gross National Product are released. Growth of around 1.6 per cent is expected, compared with 1.9 per cent in the first quarter.

Sterling was helped by nervousness surrounding the D-Mark, but its rally was limited by doubts on the timing of the pound's full membership of the European Monetary System. Dealers noted that Mr

John Major, the UK Chancellor, has been less optimistic about the prospects for inflation of late, and that this could cause delay. He reaffirmed the Government's commitment to joining the EMS exchange rate mechanism, when speaking to a parliamentary committee on Wednesday, but did not give any hint about the timing.

Sterling closed unchanged at \$1.8135 yesterday, but rose to DM2.9425 from DM2.9325; to FF9.8575 from FF9.8325; to SF1.3770 from SF1.3715, and to £272.75 from £270.00. Its index gained 0.3 to 93.1.

The Canadian dollar was very firm, prompting intervention by the Bank of Canada according to dealers. The central bank was reported to have bought US dollars at around C\$1.5150, helping to push the US currency up to C\$1.5520 at the London close, unchanged from Wednesday.

The Spanish peseta was also

strong at the top of the EMS, particularly against the D-Mark which at times yesterday was the weakest member of the system and at its floor against the peseta. Concern about the economic impact of monetary union between the two Germans weighed on the D-Mark.

As high yielding currencies, such as sterling, the Canadian dollar and the Spanish peseta were in demand speculation increased about possible cuts in some countries' interest rates. Mr Pierre Bérégovoy, French Finance Minister, said it is paradoxical that currencies of countries with high inflation should be at the top of the EMS and that a cut in their interest rates could help their stability of the system. He noted that last week's rise in Dutch money market rates had failed to lift the guilder, and repeated that French rates could be cut in coming weeks.

EURO CURRENCY INTEREST RATES

Jul 26	Short term	7 Days notice	One Month	Three Months	Six Months	One Year
Sterling	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
US Dollar	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Deutsche Mark	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
French Franc	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Italian Lira	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Spanish Peseta	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Japanese Yen	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Swiss Franc	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Belgian Franc	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Dutch Guilder	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Portuguese Escudo	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Irish Punt	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Greek Drachma	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Israeli Sheqel	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
South African Rand	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
South Korean Won	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Thai Baht	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Indonesian Rupiah	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Singapore Dollar	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Malaysian Ringgit	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Philippine Peso	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Chinese Yuan	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Indian Rupee	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Pakistani Rupee	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Thai Baht	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Indonesian Rupiah	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Singapore Dollar	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Malaysian Ringgit	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Philippine Peso	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Chinese Yuan	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Indian Rupee	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%
Pakistani Rupee	15.14%	15.14%	15.14%	15.14%	15.14%	15.14%

Long term Eurodollar rates: one month 8.5%, three month 9.1%, six month 9.5%, one year 10.0%, two year 10.5%, three year 11.0%, four year 11.5%, five year 12.0%. Short term rates are for US Dollars and Japanese Yen; others, one day notice.

DOLLAR SPOT - FORWARD AGAINST THE POUND

Jul 26	Day's spread	One month	Three months	Six months	One year
US	1.8135	1.8135	1.8135	1.8135	1.8135
Canada	1.8135	1.8135	1.8135	1.8135	1.8135
Deutsche Mark	1.8135	1.8135	1.8135	1.8135	1.8135
French Franc	1.8135	1.8135	1.8135	1.8135	1.8135
Italian Lira	1.8135	1.8135	1.8135	1.8135	1.8135
Spanish Peseta	1.8135	1.8135	1.8135	1.8135	1.8135
Japanese Yen	1.8135	1.8135	1.8135	1.8135	1.8135
Swiss Franc	1.8135	1.8135	1.8135	1.8135	1.8135
Belgian Franc	1.8135	1.8135	1.8135	1.8135	1.8135
Dutch Guilder	1.8135	1.8135	1.8135	1.8135	1.8135
Portuguese Escudo	1.8135	1.8135	1.8135	1.8135	1.8135
Irish Punt	1.8135	1.8135	1.8135	1.8135	1.8135
Greek Drachma	1.8135	1.8135	1.8135	1.8135	1.8135
Israeli Sheqel	1.8135	1.8135	1.8135	1.8135	1.8135
South African Rand	1.8135	1.8135	1.8135	1.8135	1.8135
South Korean Won	1.8135	1.8135	1.8135	1.8135	1.8135
Thai Baht	1.8135	1.8135	1.8135	1.8135	1.8135
Indonesian Rupiah	1.8135	1.8135	1.8135	1.8135	1.8135
Singapore Dollar	1.8135	1.8135	1.8135	1.8135	1.8135
Malaysian Ringgit	1.8135	1.8135	1.8135	1.8135	1.8135
Philippine Peso	1.8135	1.8135	1.8135	1.8135	1.8135
Chinese Yuan	1.8135	1.8135	1.8135	1.8135	1.8135
Indian Rupee	1.8135	1.8135	1.8135	1.8135	1.8135
Pakistani Rupee	1.8135	1.8135	1.8135	1.8135	1.8135

Commercial rates taken towards the end of London trading. Six-month forward dollar \$1.8135. 12 month \$1.8135.

DOLLAR SPOT - FORWARD AGAINST THE DOLLAR

Jul 26	Day's spread	One month	Three months	Six months	One year
US	1.8135	1.8135	1.8135	1.8135	1.8135
Canada	1.8135	1.8135	1.8135	1.8135	1.8135
Deutsche Mark	1.8135	1.8135	1.8135	1.8135	1.8135
French Franc	1.8135	1.8135	1.8135	1.8135	1.8135
Italian Lira	1.8135	1.8135	1.8135	1.8135	1.8135
Spanish Peseta	1.8135	1.8135	1.8135	1.8135	1.8135
Japanese Yen	1.8135	1.8135	1.8135	1.8135	1.8135
Swiss Franc	1.8135	1.8135	1.8135	1.8135	1.8135
Belgian Franc	1.8135	1.8135	1.8135	1.8135	1.8135
Dutch Guilder	1.8135	1.8135	1.8135	1.8135	1.8135
Portuguese Escudo	1.8135	1.8135	1.8135	1.8135	1.8135
Irish Punt	1.8135	1.8135	1.8135	1.8135	1.8135
Greek Drachma	1.8135	1.8135	1.8135	1.8135	1.8135
Israeli Sheqel	1.8135	1.8135	1.8135	1.8135	1.8135
South African Rand	1.8135	1.8135	1.8135	1.8135	1.8135
South Korean Won	1.8135	1.8135	1.8135	1.8135	1.8135
Thai Baht	1.8135	1.8135	1.8135	1.8135	1.8135
Indonesian Rupiah	1.8135	1.8135	1.8135	1.8135	1.8135
Singapore Dollar	1.8135	1.8135	1.8135	1.8135	1.8135
Malaysian Ringgit	1.8135	1.8135	1.8135	1.8135	1.8135
Philippine Peso	1.8135	1.8135	1.8135	1.8135	1.8135
Chinese Yuan	1.8135	1.8135	1.8135	1.8135	1.8135
Indian Rupee	1.8135	1.8135	1.8135	1.8135	1.8135
Pakistani Rupee	1.8135	1.8135	1.8135	1.8135	1.8135

Commercial rates taken towards the end of London trading. 1 UK, Ireland and ECU are quoted in US currency. Forward premiums and discounts apply to the US dollar and not to the individual currencies.

CURRENCY MOVEMENTS

Jul 26	Bank of England	Change %	Market	Change %
Sterling	1.8135	+0.0000	1.8135	+0.0000
US Dollar	1.8135	+0.0000	1.8135	+0.0000
Deutsche Mark	1.8135	+0.0000	1.8135	+0.0000
French Franc	1.8135	+0.0000	1.8135	+0.0000
Italian Lira	1.8135	+0.0000	1.8135	+0.0000
Spanish Peseta	1.8135	+0.0000	1.8135	+0.0000
Japanese Yen	1.8135	+0.0000	1.8135	+0.0000
Swiss Franc	1.8135	+0.0000	1.8135	+0.0000
Belgian Franc	1.8135	+0.0000	1.8135	+0.0000
Dutch Guilder	1.8135	+0.0000	1.8135	+0.0000
Portuguese Escudo	1.8135	+0.0000	1.8135	+0.0000
Irish Punt	1.8135	+0.0000	1.8135	+0.0000
Greek Drachma	1.8135	+0.0000	1.8135	+0.0000
Israeli Sheqel	1.8135	+0.0000	1.8135	+0.0000
South African Rand	1.8135	+0.0000	1.8135	+0.0000
South Korean Won	1.8135	+0.0000	1.8135	+0.0000
Thai Baht	1.8135	+0.0000	1.8135	+0.0000
Indonesian Rupiah	1.8135	+0.0000	1.8135	+0.0000
Singapore Dollar	1.8135	+0.0000	1.8135	+0.0000
Malaysian Ringgit	1.8135	+0.0000	1.8135	+0.0000
Philippine Peso	1.8135	+0.0000	1.8135	+0.0000
Chinese Yuan	1.8135	+0.0000	1.8135	+0.0000
Indian Rupee	1.8135	+0.0000	1.8135	+0.0000
Pakistani Rupee	1.8135	+0.0000	1.8135	+0.0000

Market Security changes: average 1980-1989. 100% = 100% (Base Average 1980-1989 = 100%).

OTHER CURRENCIES

Jul 26	£	DM	FF	SF	Yen	Yen	Yen	Yen	Yen
Argentina	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
Australia	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
Canada	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
Denmark	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
France	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
Germany	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
Greece	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
India	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
Indonesia	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
Italy	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
Japan	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
Korea	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
Malaysia	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
Netherlands	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
New Zealand	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
Norway	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
Portugal	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
Spain	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
Sweden	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
Switzerland	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
Taiwan	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
Thailand	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
UK	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
USA	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
West Germany	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135
Yugoslavia	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135	1.8135

Yen per 1,000 French Fr. per 100: Lira per 1,000: Belgian Fr. per 100.

MONEY MARKETS

CANADA

CANADA

Index	Stock	High	Low	Close	Chng	Index	Stock	High	Low	Close	Chng	Index	Stock	High	Low	Close	Chng				
TORONTO																					
2pm Prices July 26																					
Outstanding in current market																					
3475 Adm. Pk	1814	1814	1814	1814	0	1718 Can. A	84	84	84	84	0	14045 Inco	336	336	336	0	125000 Renaissance	9143	9143	9143	0
100 Achena	50	50	50	50	0	4074 C. Gas Tr	25	25	25	25	0	410 Intercon	549	549	549	0	4100 Reupar I	5143	5143	5143	0
1200 Agropur	517	517	517	517	0	800 CHUM I	25	25	25	25	0	1400 Irv Gro	323	323	323	0	20000 Rogers B	504	504	504	0
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3pm prices July 26

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

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Cont on Next Page

NASDAQ NATIONAL MARKET**3pm Prices July 26**[illegible]3pm prices
July 24[illegible]

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AMERICA

Dow picks up after early futures-related losses

Wall Street

A BOUT of futures-related selling and mildly disappointing results from Compaq Computer sent the Dow Jones Industrial Average lower yesterday morning, but the index then recovered most of the ground lost, writes Janet Bush in New York.

At 2 pm, the Dow was 4.70 lower at 2,926.34 on moderate volume of 96m shares. The Dow had risen 8.42 to 2,930.94 on Wednesday.

Among other indices, the broad-based Standard & Poor's 500 index stood 0.17 down at 377.26, representing a recovery from its morning lows, and the Nasdaq Composite index of over-the-counter stocks was 1.00 higher at 446.45.

Compaq Computer, which had traded strongly earlier in the week on anticipation of strong results, came in for some profit-taking after it announced a 24.2 per cent jump in net income but slightly disappointing revenues. Compaq's share price dropped 3% to \$83.40.

Other technology issues were mixed. IBM was 3% lower at \$114.70. Digital Equipment added 1% to \$76 and Motorola gained 1% to \$81.70. Digital Equipment has this week provided some evidence of more stable conditions in the market. In spite of disappointing earnings reported earlier this week, selling was not intense and the stock has recovered well. This is in marked contrast to recent sessions, when below-forecast earnings have led to punishing selling.

ASIA PACIFIC

Reports of tax probe send Nikkei lower for fifth day

Tokyo

REPORTS of a tax investigation involving more than 10 Japanese securities firms led the market another blow yesterday, and share prices tumbled for the fifth day running in quiet trading, writes Michiko Nakamoto in Tokyo.

Shares dropped in late morning on reports that several Japanese securities concerns had been investigated by the Tokyo Tax Administration Bureau. They had allegedly failed to report income related to the sale of warrants in order to compensate clients for losses suffered in the 1987 crash.

The news discouraged market activity, which had already been slow on the weak yen and interest rate worries. Turnover fell to 330m shares, against Wednesday's 350m.

After an initial attempt to rally in the morning, share prices fell back. The Nikkei average closed 31.53 down at 3,369.76, after reaching a day's high of 3,394.53 and a low of 3,327.87. Losses outpaced gains by 622 to 295, and 205 issues were unchanged.

The Topix index of all listed stocks lost 26.11 to 2,281.20 and in London trading, the ISE/Nikkei 50 index receded 11.06 to 1,684.49.

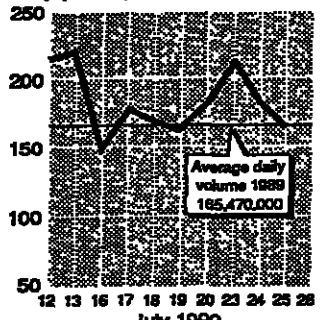
The market was also depressed by remarks made by Mr Yasushi Mieno, the Governor of the Bank of Japan, suggesting that interest rates were more likely to rise than fall. His remarks triggered nervousness in the bond and futures markets, which accelerated the decline in the cash market.

Yesterday was also the last trading day for settlement in

Another modest negative factor for the market was the continuing retreat in oil stocks which had been very strong early in the week on higher crude prices. Oil prices yesterday slipped back towards \$20 a barrel. Mobil was at lower at \$65, Chevron fell 1% to \$76 and Exxon dipped 3% to \$49.

NYSE volume

Daily (million)



Buying in general seems to have dried up since the recovery from Monday's lows, and there is apparently no new impetus for the market. The only factor moving the market significantly yesterday morning, once again, was stock index arbitrage. Otherwise, investors continue to examine company earnings announcements and trade on these.

One featured sector was automobile manufacturers, with two leading car companies announcing second-quarter results. Ford fell 3% to \$41.40 after reporting a drop in net income of 45 per cent and

General Motors lost 3% to \$47.70 on news of a 31.8 per cent fall in net income compared with the second quarter last year.

McDonald's, whose results were cited as one trigger for Monday's sharp market decline, continued to fare poorly; some analysts have downgraded the stock and reduced earnings estimates. The fast food chain was 3% lower at \$62.70.

Among stocks that benefited from positive reactions to their earnings was Black & Decker, which gained 3% to \$16. Disappointments included Data General, which fell 3% to \$8, and Raychem, which slumped 2% to \$25.70.

Lockheed added 3% to \$27.40 after Mr Harold Simmons, the Dallas investor, denied that he was seeking to sell his stake of about 19 per cent in the company. The share price fell 2% on Wednesday on these rumours.

Canada

TORONTO stocks were flat at midsession after bargain-hunting among selected stocks helped the market recover early losses. The composite index rose 1.7 to 3,556.1 on volume of 12.21m shares. Advances led declines by 224 to 182. The Canadian dollar's climb against its US counterpart also supported prices.

Alcan rose 0.5% to C\$27.70. The company said it will start to shut down its Kitimat, British Columbia, smelter following the union's rejection of a labour contract.

July, which dampened interest.

Securities houses were mostly weak with Daiwa Securities falling to an all-time low of ¥1,320 before closing down ¥40 to ¥1,330, Yamaichi losing ¥80 to ¥1,120, and Nikko and Nomura each declining ¥50 to ¥1,120 and ¥2,050 respectively.

Large-capital issues fell on interest rate uncertainty. NTT, the telecommunications group, plunged ¥20,000 to another record low of ¥1m. Analysts said there was nothing attractive about NTT at this point, with its heavy interest rate burden and poor earnings outlook. Nippon Steel topped the active list with 9.5m shares and declined ¥17 to ¥511.

Smaller issues with good earnings prospects posted gains. Aizawa, a maker of metal moulds, initially gained ¥90 to a high for the year of ¥5,120 on the strength of its sales of electronic machinery and equipment, before ending ¥40 up at ¥5,070.

CSK, the largest domestic computer software developer, surged ¥200 to ¥6,850 in intraday trading on speculation that it would make a gratis issue in September. The stock was finally ¥160 ahead at ¥6,450.

In Osaka, gains in high-technology issues were overshadowed by losses in large-capital stocks and the OSE average fell 157.11 to 35,465.03. Volume dropped to 23m shares from Wednesday's 36m.

Roundup

MOST Pacific Rim markets were in the red, with the exception of Manila and Wellington.

MANILA rallied following a move by the Government to seek debt relief due to the

recent earthquake. The composite index rose 27.18 to 5,155.92.

NEW ZEALAND steadied after six days of falls. The Barclays share index improved 10.37 to 1,839.66, but turnover contracted to NZ\$15.5m from Wednesday's NZ\$15m.

AUSTRALIA was supported by stronger gold and resources sectors. The All Ordinaries index shed a slight 0.7 to 1,590.8, but the golds index jumped 32.9 to 1,406.6. Turnover rose to 82.8m shares, worth A\$146.2m, from 74m shares. AdStream shed a further 19 cents to A\$3.95.

HONG KONG was hit by renewed profit-taking. The Hang Seng index lost 36.98 to 3,483.59. Turnover fell to HK\$3.8m from HK\$4.1m. The fall in Hong Kong's June exports and worries about China's attitude towards a large local infrastructure project unsettled the market.

SEOUL fell on fears that a rising number of unclear client accounts would lead to a liquidity crisis. The composite index shed 2.84 to 682.43.

SINGAPORE followed Tokyo lower. A new listing of Hotel Property 1991 warrants accounted for almost one third of turnover of 78.2m shares, or S\$176.4m. The Straits Times Industrial Index retreated 3.16 to 1,658.6.

KUALA LUMPUR was supported by the debut of shares in EON, the distributor of the Malaysian-Japanese Proton Saga car. The shares closed at M\$8.15, well above the M\$4.20 offer price. The composite index lost 0.03 to 827.01.

TAIWAN drifted lower. The weighted index lost 65.75 to 5,255.88.

The hidden treasure of European insurers

Antonia Sharpe on whether too much importance is being given to net asset values

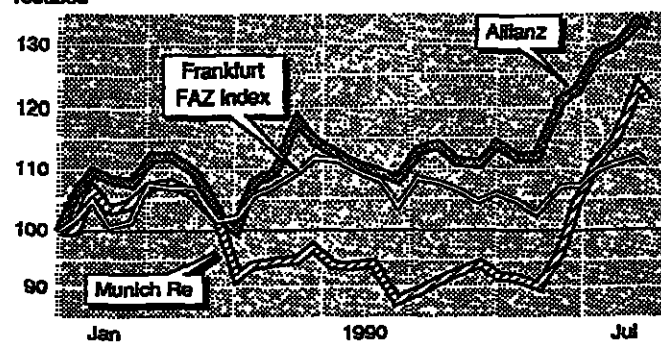
THE LARGE premiums commanded for the whole or part of European insurance companies in the past year — namely, Victor's takeover of Colonia and, more recently, La Fondaria's purchase of a stake in Aachen and München — have highlighted the hidden value of many continental insurers.

When calculating net asset values (NAV), analysts focus on the current market value of insurance companies' equity holdings, accumulated over the years, as well as the potential capital gain if the investment were sold. Bond portfolios come under similar scrutiny. Consequently, insurance stocks are among the first to rise on signs of an improving stock market or on forecasts of lower interest rates.

Analysts also consider the value of the property holdings of insurance companies, which are often given an infinitesimal value in the balance sheet. Property prices and rentals in European cities have been rising sharply in recent years, in contrast to the UK, US and

W. Germany

rebased



Australia. As a result, many analysts have come up with NAV estimates which put the underlying share price at a significant discount.

Mr Jonathan Walker at Kleinwort Benson Securities says investors should view these discounts to NAV with some caution because, at present, many European insurers do not give out enough information to enable an accurate valuation. Some European

insurance companies are more open about their NAV than others; for example, the French insurer, GAN, has given a figure of FF2,500. But this has not propelled the share price to that level.

Even if an analyst's NAV is correct, it is extremely unlikely to be realised. A takeover of Allianz or Generali, for example, is improbable. Furthermore, realised property

gains would be severely trimmed by capital gains tax, so shareholders would be lucky to get a small bonus on top of their annual dividend.

The NAV story is in fact having its second run in the West German market in five years. Both Allianz and Munich Re more than doubled in value between 1985 and 1988 on the back of estimates about their hidden value. But since the bubble burst in 1986, Munich Re has still not quite regained its relative high against the FAZ index, while Allianz severely underperformed from mid-1986 to the start of 1988 before outpacing the market once again.

This year's outperformance by these two stocks has been largely driven by fundamentals, but the feeling that the two companies are wells of net asset growth has also been a strong attraction.

Investors are shifting their attention more to the NAV of insurers in the hope that it will provide some sort of support to the share price as earnings momentum slows. Mr Simon

Rudolf at Morgan Stanley notes that plans by the European Commission to deregulate the European insurance market, and advances by banks into the insurance industry, will lead to more competition and deteriorating margins.

Opportunities in eastern Europe are great, but serious returns are not expected before the end of the decade at the earliest. In addition, the most likely winners in this field, Allianz and Generali, were identified several months ago and this earnings development is largely reflected in their share prices.

Looking further ahead, a planned change in accounting policies in the Netherlands could lead to a re-rating of the Dutch insurers, which appear fairly valued at present on a price/earnings, yield and reported NAV basis. The changes, which are likely to be adopted, would reveal a NAV that is far higher than the figure previously reported by the insurance companies.

EUROPE

Ferruzzi group suspended amid merger talk

THE SUSPENSION of Ferruzzi group shares was the main bargain-hunting after several days of weakness and on short-covering before the weekend. A firmer bond market also helped. The DAX index added 12.64 to 1,932.89 while the FAZ index, calculated at midsession, rose 6.11 to 824.32. Turnover grew to DM6.75bn from DM5.7bn.

Daimler climbed further and was again the most active stock. It added DM15.50 to DM873.50 with 947,142 shares traded on continued hopes that it would bring forward its Tokyo listing.

MADRID fell below the 300 level on the general index, losing 2.34 to 299.33, as attention focused on Wall Street once again. BBV added Ptas10 to Ptas5,080; the bank announced an 11 per cent rise in first-half pre-tax profits. Union Fenosa rose Ptas14 to Ptas584 with about 3.2m shares traded.

ZURICH eased in quiet trading as investors watched Wall Street open lower. The Credit

eased FF2 to FF706.

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DEALERS AND investors in the Istanbul stock exchange, the IMKB, have watched the index edge closer to the psychologically important 5,000 level this week. Yesterday it closed at a record 4,933, up 67 points on the day, while daily trading volumes this week have fluctuated around the TL120bn (\$45m) level, writes Jim Bodgen in Ankara.

The IMKB's performance this year is underscored by house figures for the first half of 1990. According to IMKB sources, the average p/e ratio for the exchange's senior and junior markets, which merged on June 11, was 23.24 over the period, compared with about 9 in the whole of 1989, while the

dividend yield was 2 1/2 per cent, compared with 3 1/2 per cent in 1989. Share prices rose by an average 97 per cent in the first half; the biggest gain, of 660 per cent, was by Cesme Altinyunus, the tourism company. At the end of the first half, the IMKB's total market capitalisation, including the junior market, was TL41tn.

The daily average volume of trading over the period was TL47.9bn, compared with TL1.6bn in January-June 1989, with inflation of about 62 per cent to the end of June. The daily average number of shares traded in the first half was 4.7m compared with 414,000 in the same period of 1989.

Suisse index lost 3.2 to 659.7. Jacobs Suchard bearers rose SF20 to SF8,380 after the previous day's report by Bank Vontobel recommending that Suchard shareholders reject Philip Morris's takeover bid.

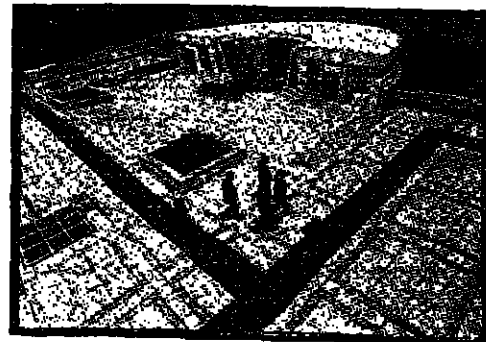
AMSTERDAM gave up initial gains as Wall Street opened lower. The CBS Tendency index fell 0.30 to 120.3, near the day's low after having risen to 120.9 early on. Chemical groups were under pressure after ICT's results, with DSM

down F11.10 to F111.90. OSLO concentrated on Norsk Hydro's first-half results as most shares fell in light turnover. Norsk Hydro, the most active stock, dropped Nkr1 to Nkr208 after announcing profits at the lower end of expectations. The all-share index lost 0.89 to 642.81 in turnover of Nkr197m.

STOCKHOLM was little changed in dull trading, with the shipping sector providing the only bright spot. The Affarsvärlden General index rose 1.6 to 1,309.3 as turnover picked up to SKr235m from Wednesday's SKr195m. Argonaut free B shares rose SKr3 to SKr73 in turnover of SKr6m after a newspaper report forecasting good prospects for shipping companies.

COPENHAGEN edged higher with foreign and domestic demand for Danisco pushing the stock up DKr30 to DKr955. The house index rose 0.30 to 387.12.

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FT-ACTUARIES WORLD INDICES

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NATIONAL AND REGIONAL MARKETS	WEDNESDAY JULY 25 1990							TUESDAY JULY 24 1990							DOLLAR INDEX		
	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local % chg on day	Gross Div. Yield	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	1990 High	1990 Low	Year ago (approx)	
Figures in parentheses show number of lines of stock																	
Australia (80)	148.12	+0.2	121.10	130.37	124.53	125.42	+0.1	5.56	147.89	120.11	138.73	124.44	125.26	158.31	125.85	140.25	
Austria (19)	280.06	+0.3	228.97	263.53	235.46	235.98	+0.1	1.23	279.13	226.70	261.85	234.88	235.65	285.63	193.15	127.80	
Belgium (61)	158.29	+0.6	129.41	144.92	133.07	130.18	+0.6	4.45	157.41	127.84	147.65	132.45	129.46	160.02	132.11	133.00	
Canada (119)	139.96	+0.6	114.42	131.88	117.85	118.76	+0.1	3.47	139.32	113.10	130.88	117.22	116.62	152.61	130.37	147.94	
Denmark (23)	273.57	+0.3	223.65	267.41	229.96	229.67	+0.2	1.26	272.63	221.42	255.76	229.41	229.16	273.57	236.69	213.05	
Finland (26)	135.15	-0.7	110.48	127.17	113.62	107.94	-0.6	2.54	136.06	110.50	127.64	114.49	108.63	132.29	129.99	142.18	
France (124)	162.25	+0.3	132.65	152.65	138.59	138.01	+0.2	2.86	161.77	131.38	151.74	138.11	137.73	166.85	141.89	128.57	
West Germany (82)	141.98	+0.0	116.08	133.51	119.38	119.38	-0.1	1.83	141.97	115.30	132.20	119.41	119.46	142.53	122.05	97.59	
Hong Kong (48)	146.53	+1.1	119.78	137.87	123.19	146.00	+1.0	4.32	145.00	117.76	136.01	122.01	144.53	147.49	112.24	103.88	
Ireland (17)	188.69	-0.6	154.26	177.54	158.83	160.84	-0.5	2.72	189.88	154.21	178.12	159.77	161.81	196.57	172.72	153.68	
Italy (95)	108.08	-0.2	86.72	98.80	89.17	83.78	-0.3	2.20	106.32	86.34	98.72	89.46	84.05	109.26	91.85	91.40	
Japan (454)	147.35	-0.3	120.46	138.54	123.89	138.54	-0.0	0.61	147.78	121.03	138.53	124.37	138.53	147.78	124.40	185.49	
Malaysia (35)	250.17	+0.1	204.52	235.38	210.51	230.77	+0.1	0.08	249.83	202.90	234.35	210.22	250.42	250.89	204.15	167.83	
Mexico (13)	555.05	+1.3	453.78	522.26	486.82	1744.76	+1.4	0.30	547.77	444.57	513.84	480.93	1720.35	557.35	324.53	268.82	
Netherlands (43)	147.41	+0.5	120.51	138.70	123.93	122.69	+0.5	4.90	146.58	119.03	137.48	123.32	121.97	147.41	130.43	127.44	
New Zealand (17)	67.31	-1.7	53.03	63.34	59.59	50.37	-1.3	7.26	68.46	55.60	64.22	57.50	61.19	73.36	58.57	68.01	
Norway (28)	264.36	+0.3	208.38	246.31	214.26	216.38	+0.1	1.47	254.01	206.29	234.29	213.74	212.57	254.87	202.34	190.05	
Singapore (25)	208.55	+0.4	188.86	194.34	173.83	173.23	+0.6	2.06	205.72	167.07	192.98	173.10	172.16	209.24	178.70	167.48	
South Africa (60)	190.23	+2.7	155.52	178.99	158.92	162.12	+2.7	3.58	185.14	150.38	173.87	155.79	157.78	251.39	170.00	146.64	
Spain (42)	181.88	+0.3	148.89	171.13	162.90	136.68	+0.1	4.02	181.40	147.23	170.17	152.64	136.60	182.25	132.54	152.75	
Sweden (34)	228.14	+0.0	185.21	214.98	191.79	196.34	+0.0	2.03	228.22	185.35	214.89	192.04	189.41	232.74	173.89	181.88	
Switzerland (46)	107.03	+0.8	87.80	100.71	86.99	91.01	+0.5	2.27	106.20	86.25	98.63	89.37	90.53	109.77	88.75	78.89	
United Kingdom (303)	173.13	+0.5	167.84	182.45	162.45	164.41	+0.5	3.37	173.58	165.59	182.63	164.41	163.87	173.13	164.58	154.39	
USA (639)	148.34	-0.4	117.80	138.62	121.18	144.14	-0.4	2.37	143.54	116.58	134.86	129.79	143.54	148.55			
Australia (81)	155.92	-0.1	127.47	144.71	131.09	128.10	+0.1	5.55	156.00	128.70	148.34	121.28	128.92	155.66	126.57	128.77	
Austria (20)	281.06	+0.1	228.10	263.58	235.55	236.07	+0.1	1.25	279.58	226.78	261.91	234.98	235.79	281.06	193.15	127.80	
Belgium (66)	147.21	-0.2	120.35	146.21	132.76	138.12	+0.0	0.53	147.57	119.58	138.44	124.18	138.08	147.21	124.36	160.70	
Euro - Pacific (164)	151.15	-0.2	123.57	143.21	127.06	135.16	+0.1	0.30	151.40	122.96	142.01	127.39	135.05	151.15	130.37	180.03	
North America (628)	144.78	+0.4	117.55	135.50	120.80	140.83	+0.4	3.98	144.14	117.29	134.20	121.01	141.76	144.78	131.02	138.01	
Europe Excl. Japan (628)	143.69	+0.1	117.55	135.50	120.80	140.83	+0.1	3.98	143.69	117.55	135.50	120.80	140.83	143.69	131.02	138.01	
Japan Excl. Japan (628)	143.69	+0.1	117.55	135.50	120.80	140.83	+0.1	3.98	143.69	117.55	135.50	120.80	140.83	143.69	131.02	138.01	
World Ex. UK (1632)	151.39	-0.1	123.77	144.46	127.28	135.22	+0.1	0.29	151.58	123.08	142.18	127.13	135.06	151.39	130.37	169.54	
World Ex. UK (1632)	145.22	+0.1	116.72	136.64	122.09	137.68	+0.2	2.26	145.03	117.78	136.05	122.05	137.38	145.22	130.37	169.54	
World Ex. So. Af. (2511)	147.80	+0.1	117.55	135.50	120.80	140.83	+0.1	3.98	147.80	117.55	135.50	120.80	140.83	147.80	131.02	138.01	
USA (639)	148.34	-0.3	122.00	140.63	125.57	137.87	+0.3	2.31	148.96	120.86	138.75	125.36	137.43	151.99	134.82	134.15	
The World Index (9751)	147.80	+0.1	120.74	138.67	124.17	138.02	+0.1	2.52	147.50	119.87	138.46	129.79	137.73	162.05	132.95	160.00	

RECRUITMENT

JOBS: Research shows recruiters do little to help students to make a good choice of work

The negative gamble of starting a career

By Michael Dixon

DESCRIBE a very difficult experience in your life. The demand, made in a company's application form, would have nonplussed candidates with a lot more experience than the woman it actually confronted. A student soon to graduate at Birmingham University, she was seeking her first job.

"My mum died when I was 14," she told John Moore of the Harwood marketing consultancy during his recent study of 208 students' job-hunting adventures. "Am I supposed to put down that I had to move house, move in with my father and stepmother — that type of thing? Or would they think I was too much of an emotive person? Or do they want you to put something like 'hitch-hiking on the Continent on my own'? What are they getting at?"

If rationality were the criterion, the right choice of answer would be plain. Given that the girl had come to terms with her mother's death well enough to describe it, how she had coped would surely constitute more relevant information to a prospective employer than her results in academic exams.

When a job is at stake, however, rationality's a risk. The revealing answer would probably also have been the right one had the demand

been made face-to-face by a fairly senior manager skilled at interviewing. But a lifeless application form, that anyone might read, is a different thing.

While Mr Moore's report does not say what choice the young woman made, my guess is that she opted for hitch-hiking. I daresay most readers, with the cannyness born of hard experience, would gamble the same way.

My confidence about the Birmingham student's answer is based on the general findings of the research. Although new to job-hunting — and, rightly or wrongly, believing their services were in strong demand — they were taking the process more seriously than candidates with years of practice in hand. "You've got to stick in your first job for at least two or three years whether you like it or not," was a typical comment. "So you'd better not make a mistake."

The trouble was that their 16 years of formal education had left

them with no knowledge of how to go about deciding what a good choice of job for them might be. And while the 208 final-year students questioned were all in Britain, I suspect that the same applies to their counterparts in most other countries too.

Their response to the bleak uncertainty was usually a sensible one. They anticipated that whatever post they took would be just a stepping stone from which, after the reputedly necessary two or three years' stay, they would move to firmer ground. Even so, "they sometimes feel as though their whole life depends on picking the right stone," says the report.

It adds that the students' notion that the consequences of a wrong choice are catastrophic is not borne out by experience. Many people who choose wrongly, change jobs within months, and make a success of their second go. "It is a measure of the state of mind of finalists that these feelings, which have little objective basis, are held with such conviction. Ultimately they probably increase the chances of making a mistake in job selection,

the costs of which are probably as great for employers as employees."

Alas, the study also found that the bulk of employers do little to reduce the undergraduates' chance of error. Companies swap them with recruiting brochures which, even though expensively produced, rarely provide the data the targets want. Details of the tasks they would actually do upon joining are most noticeable by their absence. For instance, as a result, "students are forced to reach a final choice more by a process of elimination than positive affirmation of a particular choice."

The negativity of the job-hunt is worsened by further carelessness on the employers' part. They include subjecting students to incompetent interviewers, as well as lacing application forms with questions that have little chance of being answered in a useful way. At which point, I suspect some readers will be feeling that the sufferings of students are being overplayed. There is a growing

body of opinion that the prime effect of their privileged education is to give them expectations their abilities often fail to justify. Moreover, numerous employers are apparently cutting their intakes of graduates in favour of developing the skills of less scholarly staff already on their payrolls together with school-leaver recruits.

But while the Jobs column applauds such measures, which are surely long overdue, one thing seems clear. So long as employers seek to recruit students, no matter how few they may want, there is no sense in doing it badly — which, if Mr Moore is right, is how the great majority do it today.

Company chariots

NOW to the table alongside which, as before, is drawn from the PA Consulting Group's yearly survey of executive fringe benefits in Britain. Anyone wanting full information on the results should contact Clare Austen at Hyde Park House, 60a Knightsbridge, London SW1X 7LE; telephone 071-235 6060, fax 071-823 1438.

My table is limited solely to the four-wheeled kind of perk. The top half starts with various engine-sizes of car. Then comes the PA consultancy's estimate of the annual worth of models in each size range to users who have to pay for fuel for non-business motoring. Next we have the value when the

company funds fuel for up to 8,000 miles of private travel a year. The right-hand column shows the worth when all costs of the vehicle are met by the employer.

The figures are not adjusted for income tax. The lower half shows how long — in mileage and time — different percentages of companies expect their chief executives, other directors, and the next most senior tier of managers to make do with the same old car.

WHAT PRIVATE USE OF A COMPANY CAR IS WORTH

Engine capacity (cc)	Estimated £-per-year value of car to the employee when:		All petrol and costs paid for	
	No private-use petrol paid for	Private miles p.a. Unleaded	Leaded	Unleaded
1,000-1,400	2,547	2,568	2,997	3,072
1,401-2,000	3,070	3,561	3,595	3,683
2,001-3,000	5,262	5,531	5,978	6,086
3,001-4,500	6,708	7,444	7,496	7,828

HOW OFTEN COMPANIES REPLACE EXECUTIVES' CARS

Miles for which same car is kept	Chief executives	Other directors	Senior managers	Years for which same car is kept	Chief executives	Other directors	Senior managers
	%	%	%		%	%	%
Up to 50,000	33	37	33	Up to 2	10	10	9
51,000-60,999	37	33	41	2 to 3	63	67	69
61,000-70,999	19	19	19	3 to 4	27	23	22
71,000-plus	11	11	7	Over 4	—	—	—

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Working closely with the senior management and reporting to the general manager, the successful candidate will be required to develop an appropriate framework around which to build the department. The responsibilities will be wide ranging and cover special investigations, studies and operational reviews as well as compliance, control, training and planning issues.

This is a high profile role calling for maturity and personal credibility. Candidates must be results orientated, persuasive and commercially aware. They must be used to communicating at a senior level and able to work independently. Several years' audit experience in a financial institution is essential and an accountancy qualification would be an advantage.

Interested candidates should send a comprehensive CV, including salary history and daytime telephone number and quoting ref. 3152 to Vivienne Hines, Executive Selection Division, at the address below.

MANAGEMENT CONSULTANTS

5th Floor, 52-54 High Holborn,
London WC1V 6RL. Telephone: 071 353 7361.

International Treasury Analyst

North London

£18 - 20k + Benefits

NCR is a highly successful manufacturer of advanced information systems, generating nearly 60% of its worldwide business outside the U.S.A. Our International Treasury Centre is responsible for neutralizing the effects of foreign currency fluctuations and investing excess funds on behalf of its international organisations.

As an International Treasury Analyst, your brief is to analyse our international businesses, consolidate foreign exchange exposure in a database, advise on neutralizing action and trade with foreign exchange instruments as and when necessary. To this end, you'll develop and maintain close links with overseas and corporate management and banks.

You'll receive comprehensive training in all aspects of foreign exchange and trading, although you may already have a good understanding of these areas based on your

previous experience. Of graduate calibre, you should be PC literate and, above all, ambitious for an international finance career path with a dynamic multinational.

In addition to an excellent salary and benefits package, we can offer you a broader base of commercial experience and the prospect of real progress within a major blue-chip company.

In the first instance, please write enclosing CV with qualifications, experience and current salary details to Fiona Keane, Personnel Department, NCR Limited, 206 Marylebone Road, London NW1 6LY. Alternatively telephone her on 071-725 8473 for more information.

NCR

Creating value

The Woolwich is the third largest Building Society in the UK with a network of over 540 branches and assets totalling more than £17 billion at this moment in time. Our success is built on our determination and ability to react to the changing demands of the financial services market.

BANKING SERVICES MANAGER

Salary package £35K-£40K

As part of our ever-increasing range of services we have recently launched our own Current Account product and are seeking to recruit a suitably experienced, qualified banker who possesses appropriate knowledge and ability to manage the central support function of the Current Account, the Society's existing Cashbase Account and other proposed card based products. It will also be part of the job holder's function to assist and deputise for the Head of Banking Operations.

This is a rapidly evolving area and the successful candidate will need to manage change in a very busy environment at all times maintaining high standards of service in respect of central operations. You should ideally be in your mid-thirties, having spent the earlier part of your career in branch banking. You will have managed one or a number of branches and will currently hold a senior administrative position either within a large branch or a head office department of one of the major Clearing Banks.

This is a key management position with a remuneration package to match. As you would expect, in addition to a competitive salary we offer a full range of benefits associated with a successful financial institution including performance related pay, profit bonus, car, health insurance, attractive pension arrangements and subsidised mortgage.

If you have the experience and commitment to be considered please write with a full CV to: Martin Plummar, Personnel Manager, Woolwich Building Society, Corporate Headquarters, Watling Street, Bexleyheath, Kent DA6 7RR.



We are an equal opportunities employer

WOOLWICH
— BUILDING SOCIETY —

A FRESH START FOR SUCCESSFUL BUSINESS PEOPLE

It takes a very special person to reach the top in one field only to do better elsewhere; but that is just the sort of person Hill Samuel Investment Services is now looking for.

If you have successfully dealt with people and finance in the past, and are now seeking a new start with the chance of unlimited earnings as your own boss, then please contact:

David Hall,
Divisional Manager,
Hill Samuel Investment
Services Ltd.,
2 Thames Avenue,
Windsor SL4 1QP.
Tel: 0753 859019

CAREER ASSESSMENT

Expert guidance for all ages.
practical help on career planning,
finding work, courses, etc.
CAREER ANALYSTS
80 Gloucester Place, W1.
071-235 5452 (24 hrs).

CORPORATE FINANCE SPECIALISTS

N M Rothschild & Sons Limited is a leading international merchant bank with a strong reputation for its corporate financial advisory activities.

In recent years, the Bank's Corporate Finance Division has acted as adviser on some of the most significant takeovers - both recommended and contested - within the UK, and has also been involved in the privatisation of several major state-owned companies.

The Division now seeks high-calibre individuals with around three to five years' M&A and corporate finance experience for appointment at Manager level. Successful candidates, who will be graduates and will probably possess a professional legal or accounting qualification, must have the ability to make an immediate contribution to the Division's success.

Highly competitive remuneration packages are designed to attract the best possible candidates who meet the above specification.

In the first instance, please send a personal résumé detailing your experience, in the strictest confidence, to: Andrew S May, Director of Personnel Services, N M Rothschild & Sons Limited, New Court, St Swithin's Lane, London EC4P 4DU.



N M ROTHSCHILD & SONS LIMITED

Standard & Poor's

Ratings Analyst

Dynamic Organisation

Good Prospects

Standard & Poor's is the leading rating agency in the world. The debt rating service provided by Standard & Poor's offers investors a global benchmark of credit quality and eases issuers' access to local capital markets. The London International headquarters is expanding due to a growth in demand for ratings and this has created an additional opportunity within the International Department of the Debt Rating Division.

The Structured Finance group of the International Department is responsible for analysing all asset-backed transactions in Europe. This requires excellent analysis skills in order to evaluate the collateral and proposals for new and innovative structures. The successful applicant will work closely with team members, issuers, lawyers and the arrangers. The work involves analysis and evaluation of issues and preparing presentations for rating

committee for which good written and oral communication skills are essential.

Candidates will be in their mid 20s with several years' credit analysis experience which will probably have been gained within a financial markets' environment. Individuals will also have had experience of working within a team and must be confident self-starters with the ability to represent Standard & Poor's in a professional manner.

The corporation offers an attractive remuneration package based on a generous basic salary which will entirely reflect experience.

Interested applicants should contact Ann Semple on 071-831 2000 or write enclosing a full curriculum vitae and detailing both current remuneration package and expected salary to Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH.

Michael Page City

International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

Major Unit Trust Company Unit Trust Administration Manager London

Up to £35,000 basic plus banking benefits

Our client, the asset management subsidiary of a well known Bank is one of the most respected names in the unit trust industry. As part of an organisational restructuring, it has now been decided to appoint a Unit Trust Administration Manager with responsibility for the dealing, registration and accounting functions.

Your brief is to manage a customer service unit which provides an efficient unit trust dealing service to brokers and the public, processes administration and resolves customer queries and complaints.

You must be able to demonstrate at least five years experience of unit trust dealing, registration and accounting and you should currently be in a supervisory position. Technical proficiency is a prerequisite for this role.

The package includes a mortgage interest subsidy, company car and profit sharing scheme. For a strictly confidential discussion please telephone or write to Fiona Law, quoting reference 1348, at FLA, 16 Old Bond Street, London, W1X 3DB. Tel: 071-491 3811.



CHIEF DEALERS FUTURES AND OPTIONS GERMANY

Two outstanding opportunities exist at Chief Dealer level, within a prime European Bank as it prepares for the opening of the German Futures Exchange. Responsibilities will be to head Futures and Options sections, handling Bonds and Equities in a hands-on management role.

This is envisaged as a three year assignment in Germany, with an excellent opportunity for career development thereafter in London, Germany or in one of the Bank's international locations. Candidates should possess reasonable ability in speaking the German language, together with a successful track record in the relevant markets.

The generous remuneration package includes assistance with housing, full re-location expenses and a salary reflecting the importance of these assignments. For full details, interested dealers are invited to call Gordon Brown or Steve Cartwright for a confidential, informal discussion.

GORDON BROWN & ASSOCIATES LTD.
RECRUITMENT CONSULTANTS



5TH FLOOR, 2 LONDON WALL BUILDINGS,
LONDON EC2M 6PP
TEL: 071-628 7601 FAX: 071-636 2738

Gordon Brown

ALGEMEEN BURGERLIJK PENSIOENFONDS

REAL ESTATE

As one of the ABP-divisions Real Estate is responsible for the acquisition and management of real estate in the Netherlands and abroad. The fund's holdings in the Netherlands at present amount to 60,000

residential units and approximately 1.5 million square metres of commercial real estate. Since 1988, the Real Estate Division has also been operating abroad. Its target is to substantially extend the portfolio of foreign

commercial real estate. The total capital invested in real estate is approximately 11 billion guilders. The Indirect Investments department is looking for

2 INVESTMENT MANAGERS FOR INDIRECT REAL ESTATE M/F

The positions involve maintenance of contacts with relevant market parties/advisors in both the real estate and financial worlds; the development and maintenance of networks of contacts; negotiating participation in both exchange-quoted real estate funds and others; contributing from the field to strategic and tactical planning for indirect real estate acquisition; the active analysis and management of the existing indirect investments portfolio.

The positions require graduates with training in macro-economics and/or finance; relevant experience in the field of direct or indirect real estate; excellent commercial skills; thorough mastery of at

least one other foreign language (by preference Spanish, Italian or French); willingness to travel.

The salary will be commensurate

Abp is the general pension fund for public employees in the Netherlands. In 1989, over 430,000 people received a monthly ABP pension. Approximately one million workers, including all public employees, contribute to the scheme. At present, about 87 per cent of the investment portfolio consists of fixed interest securities. However, the fund aims to decrease this percentage in favour of investments in real estate and shares. The total investment assets amount to Dfl 150 billion.

ABP

with the nature and seniority of the position.

The job is based in Heerlen (the Netherlands).

A psychological test may form part of the selection procedure.

Written applications, accompanied by a CV/Resumé, should be sent no later than two weeks after the appearance of this advertisement to the Head of Personnel, Real Estate, P.O. Box 4850, 6401 JN Heerlen, the Netherlands.

Further information can be obtained by telephone from Mr J. Klijnen, Head of Indirect Investments, tel. (31) (0)45-792186 and Mrs A. Engelen-Ritzen, Head Personnel, tel. (31) (0)45-792337.

Senior Credit Analyst

Our client, a highly respected AAA rated European Bank is seeking an experienced Credit Analyst to join a small and highly focused team. Expansion in the department's activities has created the need for a Senior Analyst with wide experience of the credit assessment of major UK PLC's.

Ideally aged in your early 30's, you will be a graduate with at least 5 years solid experience. First class corporate analysis and PC skills are required together with evidence of formal credit training. Experience in the structuring of complex credits and related documentation would be an advantage.

This is an excellent opportunity to join a high quality organisation. The attractive salary and benefits package will fully reflect the importance attached to this key position.

To apply, please contact Lisa Booth at Austin Knight Selection on 071-439 5782 or send your CV to her at 20 Soho Square, London W1A 1DS. Please quote reference 227/LB/90.

Austin Knight

FIXED INTEREST FUND MANAGER

Clerical Medical is a major force in the investment world with assets under management of some £6 billion. Our products include life assurance, pensions and unit trusts.

If you are in your mid to late 20's with a minimum of 2 years' experience working in gilt/fixed interest and already have or are ready to take on fund management responsibilities, we have a first class career opportunity for you as an important member of our fixed interest investment team, managing both UK and International bonds.

Applicants should have a good degree, ideally in a mathematical subject or economics, although candidates from other disciplines will be considered if they have relevant business experience.

We offer a competitive salary together with a performance related bonus scheme. Other benefits include a non-contributory pension, private health care arrangements and a mortgage subsidy.

Please write with full CV including details of your present salary to Nick Morgan, Senior Personnel Officer, Clerical Medical Investment Group, The Little Adelphi, 10-14 John Adam Street, London WC2N 6HA.

Clerical Medical
INVESTMENT GROUP

THE CHOICE OF THE PROFESSIONAL

Management Information and Statistics Manager

- both a strategic and an operational role

Central London

c. £35K + substantial benefits

Our client is a renowned and highly successful international financial organisation. With a department of some eight people, the Head of Management Information and Statistics will support the senior management team in the provision and analysis of meaningful data concerning all aspect of business operations, and play a key role in recommending future strategy.

With a degree, most likely in economics and/or statistics (or a similarly biased MBA), you will have sound management experience in the processing of data and statistics for business advantage in major organisations. Highly numerate, and computer literate,

you will possess the necessary commercial acumen, drive and interpersonal skills to influence strategic decisions.

In return, you are offered an expanding and dynamic atmosphere with attractive career growth. Salary is negotiable, and the benefits package includes car, mortgage subsidy and non-contributory pension scheme.

Please write with full details of career and current salary to Diana Cumberley, MSL International (UK) Ltd, Pilgrim House, 2-6 William Street, Windsor, Berkshire, SL4 0BA, quoting ref 48056.

MSL International

Kleinwort Benson Securities

EUROPEAN EQUITY RESEARCH

Kleinwort Benson Securities is a leading UK Securities House with an outstanding reputation for the quality of its European country research, being consistently highly rated in the major independent industry surveys. Building on this success Kleinwort Benson Securities is expanding its coverage of European stocks and wishes to recruit five individuals across a wide spectrum of the countries it covers.

Ideally, candidates will already be European analysts with two years experience as country researchers or possibly as pan-European sector analysts. Interested applicants in their mid-twenties with good honours degrees, demonstrable financial understanding and analytical skills will also be considered if they are fluent in one of Italian, French, German, Spanish or a Scandinavian language.

There is a degree of flexibility in terms of levels of seniority and specific geographical responsibility. There is therefore a corresponding degree of flexibility over remuneration levels, but these will prove to be attractive to individuals of the highest calibre.

For a confidential discussion, please contact Christopher Lawless or Stuart Clifford on 071-831 9988 (or 081-874 9417 evenings/weekends) or write to The Bloomsbury Group, 11th Floor, New Oxford House, 137 High Holborn, London WC1V 6PL. (Fax 071-831 4771.)

THE
BLOOMSBURY
GROUP

EXECUTIVE · SEARCH · & SELECTION · CONSULTANTS

Foreign Exchange Dealers/Brokers

Dean Witter, a US based securities and futures house, is expanding its foreign exchange operation in London.

We are looking for FX dealers/brokers with experience in spot and forwards in all major currencies together with a sound understanding of futures and options. You should have a minimum of two years relevant experience in a banking or broking environment.

We offer a competitive salary and benefits package.

Please send a covering letter together with your c.v. to: Miss Stephanie Patterson, Personnel Manager, Dean Witter Futures Limited, 1 Appold Street, 6th Floor, London EC2A 2AA.

DEAN WITTER



SMITH NEW COURT SECURITIES PLC

BEST EXECUTION DEALING SERVICE (B.E.D.S.)

Smith New Court, the leading independent securities house, is seeking to expand its highly successful Best Execution Dealing team.

Candidates may apply from all levels. Ideally they should be aged 20-25 with at least two years dealing experience.

Applications and a brief resume should be forwarded in confidence to:

Mr Peter Foscoe
Personnel Department
Smith New Court Securities Plc
Chetwynd House
24 St Swinens Lane
London EC4N 8AE

A Member of the Securities Association
And International Stock Exchange
Registered in England No. 1317798

Group Compliance Officer

Morgan Grenfell, a leading international merchant banking and investment management group, is seeking a compliance professional to join its Group Compliance Department.

Reporting to the Head of Group Compliance, the successful candidate will have exposure to all the Group's business areas and consequently will need to be familiar with the requirements of the majority of the City's regulatory bodies. He/She will assist with the implementation and development of group compliance policy and will provide support to the divisional compliance officers in the interpretation and application of regulatory requirements.

The ideal candidate is likely to have an appropriate professional qualification with at least two years' practical compliance experience in a multi-service financial institution. The ability to communicate effectively and to make considered judgments under pressure is essential.

Remuneration will be competitive and will include an excellent banking benefits package.

Applications, including full personal and career details, should be sent to:

Gill Nash
Personnel Department
Morgan Grenfell & Co. Limited
23 Great Winchester Street
London
EC2P 2AX

MORGAN
GRENFELL

CARR KITCAT & AITKEN... ...AND CLIENTS. A REAL COMMITMENT TO AGENCY BROKING.

Carr Kitcat & Aitken brings together two long established London broking houses. The move confirms its position within a major international securities organisation which recognises that international strength is achieved only as a direct result of local expertise in the main trading markets of the world.

We now require two senior UK Institutional Equity Salesmen to join the team at our London office. A commitment to client service and a first-class record of achievement are essential prerequisites. Telephone or write in the first instance to Guy de Froment.

**CARR
KITCAT & AITKEN**



Banque Indosuez Group

No. 1 London Bridge, London SE1 9TJ. Telephone: 071-528 0100.

DEVELOPMENT CAPITAL

Hill Samuel Bank Limited is expanding its development capital activities and has vacancies for individuals looking for career roles within a leading merchant bank which provides equity, mezzanine and senior debt facilities for development capital, management buy-out and buy-in transactions.

The successful candidates will work generally within two or three man teams on both new transactions and with existing clients. They will probably have either obtained formal accountancy or legal qualifications, or some industrial experience, before spending a minimum of 2 years with a mainstream venture or development capital organisation. Numeracy, good organisational and communication skills and an ability to build good working relationships with both clients and colleagues will all be required. The remuneration package available will fully reflect the experience of the candidates appointed.

Please send a full curriculum vitae, in strictest confidence to:

Miss Jean Geddis,
Personnel Officer,
Hill Samuel Bank Limited,
100 Wood Street,
London EC2P 2AJ.

HILL SAMUEL
MERCHANT BANKERS

A member of the TSB Group.
A member of The Securities Association.

TRUST/CORPORATE ADMINISTRATOR SWITZERLAND

We are an international Trust Company that requires a suitably qualified administrator for its offices in Switzerland. The appointee will be expected to deputise for the manager whilst he is away from the office and should be conversant with all aspects of offshore company and trust administration. A generous compensation package will be provided, including a contribution to relocation expenses, non-contributory pension scheme and medical expenses cover.

Please reply with full CV to:

The Managing Director
Case Postale 677
CH 2001 Neuchâtel
Switzerland

A TURNAROUND SPECIALIST

Experience in general and operational management of medium to high tech batch manufacturing is required for a loss making, £15 Million turnover, company in a pleasant rural location in the south. The task is a 12 to 18 month assignment to lead an established management team in the execution of reorganisation plans leading to profit recovery. Previous 'hands-on' experience of reorganisation in a loss making manufacturing environment is essential. Immediate availability required. Realistic base salary plus achievement linked remuneration is offered.

Write Box A890, Financial Times, One Southwark Bridge,
London SE1 9HL with CV giving full details of past experience.

Project Finance £40-50,000

A major international bank is seeking a project finance specialist to become actively involved in financing large infrastructure, energy and real estate projects in the UK. Applicants should be graduates aged 27 to 32 with three years experience in a marketing/analytical role with a leading City bank.

Call Jan Ferrin on 071-623 1266

Jonathan Wren & Co. Ltd., Recruitment Consultants
No. 1 New Street, (off Bishopsgate), London EC2M 4TP
Tel: 071-623 1266, Fax: 071-626 5256

Jonathan Wren Executive

FX Traders Middle East Location

Our client is an important Arab-owned bank looking to strengthen its existing active trading desk with additional traders in deposits, spot/forward currencies and derivatives. Candidates should have at least three years experience, fluent in English and be self-motivated. Package includes, a tax-free salary and an attractive bonus scheme.

Call Brian Jarvis on 071-623 1266

Jonathan Wren & Co. Ltd., Recruitment Consultants
No. 1 New Street, (off Bishopsgate), London EC2M 4TP
Tel: 071-623 1266, Fax: 071-626 5256

Jonathan Wren Executive

Solicitors £28-40,000

Several City-based banks are seeking applications from both newly qualified and post qualified solicitors from top City firms or with prior banking experience. Vacancies are in a range of activities including swaps documentation, corporate finance, transactions and leasing.

Call Norma Given on 071-623 1266

Jonathan Wren & Co. Ltd., Recruitment Consultants
No. 1 New Street, (off Bishopsgate), London EC2M 4TP
Tel: 071-623 1266, Fax: 071-626 5256

Jonathan Wren Executive

Equity Analysts/Sales £20-40,000

European bank requires both junior and senior UK/European equity analysts/sales persons. Wide knowledge of UK/European equity market research/sales required and in some cases fluency in a European language. If you are educated to 'A' level/degree standard and have the personality to work within small specialist teams...

Call Norma Given on 071-623 1266

Jonathan Wren & Co. Ltd., Recruitment Consultants
No. 1 New Street, (off Bishopsgate), London EC2M 4TP
Tel: 071-623 1266, Fax: 071-626 5256

Jonathan Wren Executive

FLEMINGS

ASSET MANAGEMENT
INVESTMENT ANALYST - FAR EAST EQUITY MARKETS

Robert Fleming is a major UK based investment bank with significant activities throughout the world. The Group manages funds in excess of £28 billion through its various international fund management operations. Robert Fleming Asset Management in London with £21 billion under management, is one of the largest international investment management companies in the United Kingdom.

The Group now wishes to recruit an Analyst to join its Far East fund management team. Fleming is a research driven organisation and the successful candidate will be expected to undertake significant responsibilities for researching East Asian equity markets and companies. This will involve a considerable amount of overseas travel.

Applicants should be graduates in their mid to late twenties with 2-5 years research experience in a leading investment management organisation or stockbroker, or will be a qualified Chartered Accountant whose career to date has preferably included some exposure to East Asian markets. Well developed analytical skills are vital as is the ability to present ideas clearly to senior management and clients.

A competitive salary and first class banking benefits package will be offered to the successful candidate.

Applicants should write enclosing their C.V. to:

David Weeks
ROBERT FLEMING & CO. LIMITED
25 Copthall Avenue, London EC2R 7DR

Mergers & Acquisitions

NCNB is a major U.S. banking and financial services group which, through its subsidiary Panmure Gordon & Co. Ltd., has a strong commitment to the London market. A highly motivated professional is required to join the International M. & A. Department. As a senior member of the bank's new London based M. & A. team, this key position will involve generating middle market cross border and domestic opportunities.

Ideally, candidates will be aged between 35 and 45, professionally qualified and have a successful track record in M. & A. in the City. Experience in European/USA cross-border transactions is preferable.

An attractive remuneration package is offered commensurate with the position. Applicants should contact Marion Howells, Personnel Manager, NCNB National Bank, 14 Moorfield's Highwalk, London EC2Y 9DS, in writing or by telephone on 071 588 9133.

NCNB

NCNB National Bank is a subsidiary of NCNB corporation.
Panmure Gordon & Co Ltd is a member of TSA.

Chartered Secretary for International plc £32,500, Car North West

**Howgate
Sable**

EXECUTIVE SEARCH AND SELECTION

This is a senior management appointment within an international plc with extensive interests in retail, financial services and property.

Reporting is to the Company Secretary whose responsibilities are heavily weighted to financial management and more specific corporate issues. It will be evident therefore that the Assistant Company Secretary has a significant role to play handling all statutory legal and secretarial matters - maintaining necessary registers, legal documents, minute books, dealing with corporate correspondence, submitting annual returns, etc. This is the routine which must be actioned to the highest professional standards, but the duties will be much wider, and advice and involvement will be sought in many areas appropriate to the group's diverse activities.

It is a career opportunity and will appeal to a qualified AICIS, aged probably under 40, who has broad practical experience in a plc and is now seeking greater responsibility, authority and a higher level of business participation.

The fringe benefits are those appropriate to a major group including private health cover and realistic relocation assistance.

Candidates should send a comprehensive c.v. or telephone for an application form to Howgate Sable & Partners, Arkwright House, Parsonage Gardens, Manchester, M3 2LE. Tel: 061-839 2000 quoting reference (F.T.440A).

SMITH NEW COURT PLC TRADED OPTIONS DEALERS

Smith New Court, a premier UK Securities House, is seeking to expand its Traded Options team.

They wish to recruit a number of ambitious, self-motivated traded options dealers. The successful candidates will be risk orientated and will possess the competitive instinct crucial to succeed in this sector. Additionally, they will offer approximately two years' experience within derivative products.

These positions offer a highly competitive compensation package together with the opportunity to join a high profile market leader.

For further details please contact, or write in confidence to:-

Miss L.M. Holbourn, Personnel Manager, Smith New Court Plc,
Chetwynd House, 24-30 St. Swithin's Lane, London EC4N 8AE.
Tel: 071 626 1544 Fax: 071 626 5359

ICARDA announces an international senior staff position for: DIRECTOR OF FINANCE

Organisation ICARDA, one of 13 international centres supported by the Consultative Group on International Agricultural Research, cooperates with National Programmes in West Asia and North Africa (WANAs) to develop sustainable improvements in dryland cereals, food legumes, farm resources management, pasture, forage, and livestock production. ICARDA's multi-disciplinary staff of over 60 senior scientists and 600 technical and support personnel has an international mandate for barley, faba bean, and lentil production improvement and with other centres - a joint regional mandate for wheat and chickpea production improvement.

Position Under the overall supervision of the Deputy Director General (Operations) the DIRECTOR OF FINANCE is responsible for the day-to-day operation of all accounting functions: the administration, coordination and control of a multi-million dollar budget; internal and external financial reporting; cash disbursement and management. The position is responsible for maintaining efficient and effective financial monitoring and reporting procedures for each of these activities and for advising management on all issues relating to them.

Qualifications Earned university degree in accounting or finance; hold a recognised professional accounting, CPA, ACA, ACCA, or equivalent qualification; have a minimum of 10 years relevant international experience; ability to effectively work with individuals of various disciplines and nationalities; knowledge of computerised systems, and experience in the use of mainframe and micro computer; excellent command of spoken and written English. An MBA and knowledge of Arabic would be desirable.

Post The position is based at ICARDA's modern headquarters and main research station located in a rural setting 30 km from Aleppo, Syria.

Benefits Salary paid in US dollars based on experience and qualifications. Benefits include: a housing allowance, paid home leave travel, a contributory retirement and health package, provided car, free enrolment for dependants at the ICARDA-administered international school (K-12), and other internationally competitive conditions of service.

Application Applications are invited from those able to obtain a four or five year leave of absence from present employment as well as those in continuing employment. Interested, fully qualified applicants should send:

- 1) two copies of a curriculum vitae with recent salary history;
- 2) names, addresses, and telefax numbers of two professional referees;
- 3) photocopies (non-returnable) of other relevant supporting documents.

to: Dr. N.R. Fieda, Director General
ICARDA, P.O. Box 5466, Aleppo, Syria
tel: 331208 ICARDA SY, or 331263
ICARDA SY
telex: 9663-21 213433, 213477, or 234890

REFERENCE: please quote position no. DG/14/90 on application.
SELECTION PROCESS BEGINS: 15 September 1990.
ICARDA is an equal opportunity employer.

FINANCIAL SOFTWARE

CAPITAL MARKETS - UK & EUROPE

CATS Software is a highly successful California based developer of software for fixed income derivative instruments. Since it was formed four years ago it has installed systems on trading floors and operations areas all over the world.

Having firmly established the London operation the company plans to expand aggressively into Europe.

They now seek to make several key appointments.

Consultant/Market Specialist £negotiable

You will act as a key source of market knowledge within CATS. You will be actively involved in pre-sales situations and will have a high level of contact with their users.

You must possess a detailed understanding of the Capital Markets, particularly SWAPS, probably gained in a trading capacity. Comfort with technology is important as will be an ability to communicate clearly and concisely at all levels.

Account Manager c£55,000 OTE

You will be responsible for managing and growing the existing client base in both the UK and Europe. A good relationship builder you must be familiar with back office accounting in the trading environment and will probably have performed a similar role in a software/systems house or consultancy.

Customer Service Executive c£30,000

You will be involved in all aspects of service including installation, training and user support. Combining good interpersonal skills with a sound technical background you should have a good understanding of networking and communications and will ideally have gained experience in DOS and UNIX. Exposure to the Capital Markets would be of interest.

For all these positions a willingness to travel is essential and a European language would be of interest.

CATS Software is emerging as a major force in the marketplace if you want to play a key role in the early stages in its growth act now.

To apply please contact Paul Chambers, Recruitment Consultant on:-
071 379 5252 (during office hours)

Alternatively send a detailed CV quoting Ref: PC/2507/0 to:-



Greenfield Human Resources
Norman House
105-109 Strand
London WC2R 0BZ
Fax Number 071 379 4797



Williams & Broe

Equity Sales to Europe

We wish to recruit additional experienced salesmen for our team selling European and U.K. equities to European/international clients.

In particular we would like to add to our existing coverage of German institutions.

Contact:

Martin Smith
Williams & Broe Plc
P.O. Box 515, 6 Broadgate, London EC2M 2RP
Telephone: 071 - 588 7511



FINANCIAL TIMES TELEVISION

Financial Times Television is starting a worldwide radio service from mid-September, based at Financial Times headquarters in London.

Applications are invited from practised financial journalists with a keen interest in international business. Those considered will also have to demonstrate broadcasting potential and an ability to write concisely. Salary according to experience.

Applications in writing only to:-

Alastair Osborne
Financial Times Television
Number One Southwark Bridge
London SE1 9HL

Operations Officer: Securities

The successful Investment Management Subsidiary of a major International Bank is looking to recruit a highly motivated individual within the operations department.

Detailed knowledge of securities markets incorporating futures and options, as well as good communication skills and strong staff development qualities are a pre-requisite.

The main responsibility of this new and challenging position, reporting to the Head of Operations, will be to project manage the implementation of a new system.

The candidate should therefore have sound knowledge of mini/PC based systems and be fully conversant with all the latest technological developments.

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Applications are invited from men and women for a Senior Research Fellowship in Management, at Balliol College. The appointment is for three years from January 1991 or another mutually agreed date. The University is also currently considering the establishment of a new School of Management. If this occurs the holder of the post now advertised would be able to apply for appointment to any new post which might be offered jointly by the College and the University in conjunction with the establishment of the new School. A background which includes Engineering or Economics or both may be an advantage as would a willingness to undertake a certain amount of teaching but these are not essential requirements. Applications, including a curriculum vitae, should be submitted by 21 September 1990 to the College Secretary, Balliol College, Oxford OX1 3BJ, from whom further details may be obtained.

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All enquiries will be treated in the strictest of confidence, and should be addressed to
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The Food and Agriculture Organization of the United Nations
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CHIEF, MARKETING AND CREDIT SERVICE AGRICULTURAL SERVICES DIVISION

at its Headquarters in Rome, Italy

• **Responsibilities:** Plan, coordinate and supervise the work of professional agricultural marketing and credit officers and general service support staff in the fields of agricultural marketing, agricultural credit, rural finance and risk management. Represent FAO at international and national meetings on agricultural marketing and credit and develop and maintain close working relationships with other UN agencies, FAO Member Governments, non-governmental organizations and professional bodies dealing with agricultural marketing and rural finance aspects. Provide guidance and inputs to the Service's work programme, information exchange, development of human resources, technology innovations and management of agricultural marketing and credit inputs in the agricultural and rural development process.

• **Requirements:** University degree in Agricultural Economics, Commerce or other related subjects, with advanced degree(s) and specialization in agricultural marketing and/or banking. At least fifteen years of progressively responsible experience in agricultural marketing and/or agricultural credit/rural finance applications, including substantive operational experience in developing countries. Working knowledge of English and basic knowledge of French and/or Spanish. Proven managerial, leadership and communication capability. Ability to establish and maintain effective working relationships with people of different national and cultural backgrounds. Willingness to use word processing equipment.

• **Benefits:** Relocation, tax free salary, cost-of-living adjustment, education grant and other benefits of the International Civil Service.

Please send detailed curriculum vitae not later than 30 August 1990, quoting "Chief, AGSM", to Central Recruitment, FAO, Via delle Terme di Caracalla, 00153 Rome, Italy.

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Please send your full C.V. to:

Mr. W. A. M. Williamson M.A., A.C.I.L. Staff Manager (Recruitment & Training),
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You should have a proven track record in managing a substantial organisation, including the management of change on a large scale. Some commercial experience at a very senior level is also desirable. We are looking for someone of considerable personal standing, with the authority and skills to deal at the highest level with Government, the Armed Forces and industry, and with counterparts abroad, in particular our partners in Europe and America. The post involves considerable travel abroad and a knowledge of one or more foreign European languages would therefore be an asset.

The post is based in Whitehall, but the major part of the Procurement Executive will be located in the Bath/Bristol area in 1993.

The appointment will be at Permanent Secretary level and will be for an initial period of three years, with the possibility of further extensions. Remuneration will be negotiable according to qualifications and experience, and relocation assistance may be available.

If you would like to be considered, please write enclosing a full cv, giving the names of two referees who may be approached in confidence, to Mr T Spiers at the Civil Service Commission, Alencon Link, Basingstoke, Hants RG21 1JB, or telephone him on Basingstoke (0256) 846445, fax (0256) 846565. Closing date for applications is 31 August 1990.

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Interested candidates should send a full CV and daytime telephone number quoting reference LM225 to Peter Sabine, Spicers Executive Selection, Friary Court, 65 Crutched Friars, London EC3N 2NP.



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FEDERAL MINISTRY OF AGRICULTURE AND NATURAL RESOURCES

NATIONAL LIVESTOCK PROJECTS DIVISION

P.M.B. 2222

KADUNA, NIGERIA

VACANCIES

Applications are invited from qualified specialists to implement the World Bank assisted Second Livestock Development Project in Nigeria. The positions are:

1. CHIEF LAND USE PLANNER

Qualifications required: A degree in Agriculture or Livestock Production with a post graduate qualification in resource planning or conservation. Alternatively a minimum of 10 years experience in practical implementation of large scale agricultural or livestock enterprises, large scale land use planning, dam and road design and construction, soil and water conservation detail planning and implementation. Experience in development modelling and basic project analysis, sectoral planning and the production of detailed reports and feasibility studies to a standard acceptable to international funding agencies is required. Experience in the use of micro-computers is also required.

2. HEAVY EQUIPMENT SPECIALIST

Qualifications required: A formal qualification in agricultural, mechanical or civil engineering, chartered or incorporated engineer with a minimum of 10 years experience in the maintenance and deployment of heavy earthmoving equipment for road, earth dam construction and land clearing in a developing country. In addition he should have not less than 5 years experience, at a senior level, in the operation of a medium sized, light and heavy, vehicle and equipment, maintenance workshop.

3. CREDIT SPECIALIST

Qualifications required: A formal qualification in Agriculture or Livestock, with at least 10 years field experience, 5 of which must have been spent in a senior position in small holder credit operations in a developing country. Experience in the use of micro-computers is essential and experience with the formation and operation of rural co-operatives would be an advantage.

4. TECHNICAL CONTROLLER

Qualifications required: A formal qualification in Agriculture or related discipline with a post graduate degree in a livestock related field. At least 10 years experience in livestock development and research which should include applying research findings to small holder livestock production, the design and implementation of practical field trials and animal nutrition.

5. SENIOR MONITORING AND EVALUATION SPECIALIST

Qualifications required: First degree in Agriculture or Livestock is essential and a second degree in Computer Science, Information Technology or related discipline would be an advantage. The candidate must be an experienced micro computer user with at least 5 years experience in the monitoring and evaluation of development projects, including collection, analysis and evaluation of base data.

6. DAIRY SPECIALIST

Qualifications required: First degree in Agriculture or Livestock with a secondary qualification in dairying. At least 10 years experience is required in commercial and smallholder dairy production in a developing country. In addition experience with producer co-operatives and the collection, processing and marketing of dairy products is essential.

7. INFORMATION SYSTEMS SPECIALIST

Qualifications required: A degree in Computer Science, Information Technology or related discipline is essential. The candidate must be an experienced micro computer user with at least 7 years experience, at a senior level, in public sector information management, in a developing country, in the agriculture/livestock fields. Experience in the design and implementation of a national data collection system, its analysis, evaluation and promulgation would be an advantage.

8. LIVESTOCK SECTORAL PLANNING SPECIALIST

Qualifications required: A first degree in Agricultural Economics is essential with a second degree in the broad field of Development Planning. At least 5 years experience is required in sectoral planning, preferably in the agriculture/livestock field. A familiarity with resource assessment is essential as is previous experience in the formulation and presentation of national, sectoral development policies and implementation strategies.

Terms and Payment

The successful candidates will be initially offered two year contracts. Remuneration will be at a competitive international level, comprising a basic salary, overseas allowance and terminal gratuity will be offered. All payments are free of Nigerian tax. Other benefits include allowances for dependants, education, installation and shipping of personal effects; free housing and utilities; paid home leave of 30 working days per annum.

Method of Application

Candidates are required to submit 5 copies of their personal data, certificates and other credentials to:

The Project Manager
National Livestock Projects Division
9 Hospital Road
P.M.B. 2222
Kaduna
Nigeria

or

The Project Manager
National Livestock Projects Division
c/o The Chairman
Zurich Commercial Ltd
117 Hanover Road
London NW10 3DN
U.K.

Applications should be received within one month from the date of this advertisement. Only short listed candidates will be invited for interviews.

هكزامن النجل

ACCOUNTANCY COLUMN

West's advice helps balance eastern books

By David Waller

HIS EXCELLENCY Ambassador Vladimir Shomatenkov, head of the Mission of the Soviet Union to the European Communities, had a strong message for the delegates to the Institute of Chartered Accountants' first overseas conference earlier this month.

There would be no real reform of the economy in his country, he warned his Brussels audience, without reform of Soviet accounting. Moreover, there would be no wide reform of the economy if there were no *perestroika* - restructuring - of the attitudes of Soviet accountants and managers, too. There would, he concluded, soon be a free market in the Soviet Union, but only "if you - the accountants and the managers - can keep hold of it".

His speech won much applause, not only because of an implicit humour that is rare in ambassadorial circles and rarer still at conferences of the Institute - representing England and Wales - but also because the audience knew that it could do much to help with restructuring and to help eastern accountants and managers think more commercially.

Since the very first glimmers of *glasnost* and *perestroika*, the accounting firms have been eyeing Soviet and other east European markets. Hungary has been in the vanguard of westernisation and a number of the bigger firms have been active in Budapest since late 1988. Now they are present in many other capital cities in eastern Europe. About a month ago, Arthur Andersen and Ernst & Young became the first west-

ern firms to be formally licensed to conduct audits in the Soviet Union. As a measure of the pace of change in Russia, Soviet enterprises are now seeking to have their figures published in accordance with international accounting principles.

AKF Sovcomflot, a large Soviet shipowner, did just that earlier this week, releasing Western-style figures endorsed by Inaudit - the Soviet audit organisation in Moscow - and by Moore Stephens in London. Moore Stephens is, incidentally, one of the few medium-sized firms to have made

A course on western principles of valuation is listened to attentively by Hungary's would-be entrepreneurs

a serious assault on the eastern market: it was the first to set up an office in Poland, by forming a joint venture in May 1989.

The work that western accountants are doing in the east falls into two broad categories: they are either advising western companies on their investments into the east or helping eastern enterprises to "privatise" themselves prior to doing a deal with the West.

As an example of the first, Arthur Andersen helped Mrs Barbara Piasecka-Johnson, the Polish-American heiress, in her ultimately fruitless negotiations to buy the Gdansk

shipyards. In the second category, Price Waterhouse helped to prepare Tungsram, the Hungarian lightbulb manufacturer, for its sale to General Electric of the US.

It also acted as reporting accountant to the first full flotation of an eastern bloc company on a western stock market, that of Ibusz, the Hungarian travel company, which floated on the Vienna stock exchange early last month.

The firms are also arranging a lot of training of east-bloc managers and accountants. Maggie Mullen of Coopers & Lybrand Deloitte in London frequently flies to Budapest to teach a course on the western principles of valuation, which is listened to attentively by Hungary's would-be entrepreneurs.

Valuation is one of the knottiest problems facing accountants and managers in the East, highlighting the differences between east and west. The most recent illustration is the 23-times-overvalued Ibusz flotation. Because there was heavy demand for such a novel issue, the share price soon stabilised at a price double that of the public offering, giving the company a market capitalisation of some £180m (£98.5m). Investors in British privatisation issues may be familiar with the principle of a sell-off premium, but Hungarian politicians were not.

In the first week of this month, leading members of the Hungarian Democratic Forum, the dominant party in the government, attacked the flotation as a scandalous "selling-out" of Hungarian national property. In

other words, they were arguing that the company was woefully underpriced in the flotation and that the country's best assets were being plundered by unscrupulous western capitalists.

This is not the first example of a fuss over valuation. Controversy has surrounded the privatisation of four other Hungarian companies: Apiz Stationery, Tungsram itself, Hungaria Biscuits, an insurance company, and Hungar Hotels. In the latter instance, the Budapest Supreme Court intervened to unscramble the sale of the

Figures are rejigged so that they show whether an eastern company made a profit rather than a number of widgets

hotels chain to a Scandinavian investor on the basis that the price was far too low.

The valuation process starts off with a restatement of the east European enterprise's historical figures according to western accounting standards. According to Graham Walker, a partner in Arthur Andersen, the basic data tend to be reliable, but the figures have not been used by managers in the same way as in the west. That is not surprising: in a command economy, the purpose of an enterprise is to meet production targets, not to generate profits.

The figures have to be rejigged so

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You will be a fully-qualified professional (CIMA, ACA, ACCA or CIPFA) with the flexibility of approach and detailed mind necessary to realise the huge potential of this company. While a background in the public sector would prove useful, sound experience in the private sector is essential.

An excellent salary is offered, for a position which is immediately available, with a benefits package that includes car, BUPA, contributory pension scheme and concessions on first-class rail travel.

If you are interested, please write, enclosing your CV, to Malcolm Ramage, Head of Personnel, BR Telecommunications, Tournament House, Paddington W2 1HQ.

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An opportunity for a young, dynamic CIMA/ACCA within this financial services organisation to use your costing experience to undertake detailed financial analysis and liaison with marketing professionals regarding development of new products. You will also be expected to financially appraise related capital expenditure proposals. Excellent benefits will include concessionary mortgage facilities. Ref: 881720

For further information, contact the PQE Specialist advising on this appointment at 76 Cannon Street EC4 on 071-489 0403

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Contact The Manager at 116 Moorgate EC2 071-638 1621
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Contact The Manager at 380 Chiswick High Road W4 081-995 3601
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FEDERAL MINISTRY OF AGRICULTURE AND NATURAL RESOURCES NATIONAL LIVESTOCK PROJECTS DIVISION P.M.B. 2222 KADUNA, NIGERIA

VACANCY

Applications are invited from qualified accountants to implement the World Bank assisted Second Livestock Development Project in Nigeria. The position is:

FINANCIAL CONTROLLER

Qualifications required: ACA, ACCA, or CPA, member of a recognised professional body of accountants. The Financial Controller should have leadership qualities and have at least ten years experience at a senior level in a large public corporation or equivalent commercial experience. Experience in large scale development projects, international procurement and use of computers is required.

Terms and Payment

The successful candidate will be initially offered a two year contract. Remuneration will be at a competitive international level, comprising a basic salary, overseas allowance and terminal gratuity will be offered. All payments are free of Nigerian tax. Other benefits include allowances for dependents, education installation and shipping of personal effects; free housing and utilities; paid home leave of 30 working days per annum.

Method of Application

Candidates are required to submit 5 copies of their personal data, certificates and other credentials to:

The Project Manager
National Livestock Projects Division
9 Hospital Road
P.M.B. 2222
Kaduna, Nigeria

The Project Manager
National Livestock Projects Division
c/o The Chairman
Zurich Commercial Ltd
117 Hansard Road
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Financial Controller

South London c. £37,500 plus car & benefits

Our client is an acquisitive plc, with a turnover exceeding £45m, providing contract security management and manpower services to a wide range of customers in the UK. The Group has enjoyed consistent growth, owing much to the emphasis placed on sound management practices, which has resulted in the creation of this new position.

As Financial Controller of the main operating company you will report to the Group Finance Director. Your responsibilities will include the preparation of statutory and management accounts, budgets and forecasts; the ongoing development of financial systems; the integration of acquisitions into the Group, and the provision of expertise to operational management.

This challenging role requires a qualified accountant, aged at least 30, with service sector experience. In addition to excellent interpersonal and management skills, and a hands-on approach, you must have the potential to achieve directorship within twelve months.

Please reply in confidence, giving concise career and salary details and a daytime telephone number, quoting ref. 1640, to Richard Holland at the address below. You can telephone for an informal discussion on 071-583 3303 or 081-677 3803 (evenings).

BDO CONSULTING

BDO Consulting
8 St Bride Street
London EC4A 4DA
Tel: 071 583 3303

WILTSHIRE

c. £40,000 + CAR
+ BENEFITS

Divisional Finance Director

Our client is an expanding division within a successful medium sized quoted group providing a range of high-margin commercial services. The division consists of a group of recently acquired companies requiring integration and improved financial management.

Reporting to the Divisional Managing Director and working closely with the Group Finance Director, you will be expected to contribute fully at a strategic level. The wide range of responsibilities will include business planning, profit improvement, acquisitions, management reporting, cash forecasting and systems development. You will also liaise with external advisors (bankers, auditors etc).

You will be a qualified Accountant, probably in your thirties and perhaps with an MBA. You will have acquired broad financial management, strategic planning and systems development experience, ideally within a service industry. You will also possess considerable commercial flair and strong management skills.

Please send full personal and career details, including daytime telephone number, in confidence to Christopher Evans, Coopers & Lybrand Deloitte Executive Resourcing Ltd, 78 Shoe Lane, London EC4A 3UB, quoting reference CE/726 on both envelope and letter.

Coopers & Lybrand
Deloitte

Executive
Resourcing

Chief Accountant

Premier vehicle
leasing and
contract hire

West London

Minimum £25,000 p.a.
+ bonus + car

Our client company is an established leader in the highly profitable premium sector of the marketplace. Over the past two years the company has grown dramatically as a direct result of top quality management and a dedicated policy of providing a service of unparalleled quality to the corporate executive, fleet customer and professional individual alike.

As an essential part of a planned expansion programme, a Chief Accountant is to be appointed. The successful applicant, who will be responsible to the company's Financial Controller, will have the responsibility for all day to day accounting procedures and provide a major input in the compilation of accurate and comprehensive financial management reports.

This is a "hands on" management position of considerable challenge offering outstanding opportunities for personal involvement in the development of a rapidly expanding organisation and will appeal to someone with at least three years experience in the vehicle leasing/contract hire industry.

Minimum salary £25,000 p.a. is envisaged, plus an annual profit/performance related bonus. A fully expensed company car and BUPA completes the fringe benefit package.

Resource &
Development Ltd.

SEARCH · SELECTION · APPRAISAL · TRAINING

In the first instance applicants should send a comprehensive C.V., including details of salary progression, to Brian Hodges at Resource House, 8A High Street, Epsom, Surrey KT19 9AD. Alternatively telephone Epsom (0372) 744311 to request an application form.

Finance Director

My client needs a decisive, resilient individual who thrives on hands-on management and close practical involvement with demanding entrepreneurial Directors.

The Group, a residential property development business, turnover £75m, is part of a major holding company. With a sound financial base and land portfolio for future developments, the Group is formulating an exciting new strategy for growth.

This appointment is as Financial Director to the major operating company and reporting to the Group Finance Director, who will be focusing on the new strategy. Your tasks will be to ensure the effectiveness of all the operating company's financial systems, with particular emphasis, in the early stages, on management accounting; to contribute to the financial management of the Group as a whole; and as a member of the senior management, to take an active part in the general management of this dynamic expanding business.

Success, determined both by exercising thorough professionalism and by your ability to join in this energetic straight-talking senior management team, will lead to a Group Financial role.

You will be qualified, aged 35-45, with broad commercial experience and proven success in a Financial Controller or similar position.

Please send your CV to Chris Bennett, quoting ref. MD2476, at Macmillan Davies Consultants, Salisbury House, Bluecoats, Hertford, Herts SG14 1PU. Tel: (0992) 552552.

Leading to a
senior Group role
c. £40,000 + car
North London



Macmillan Davies

M A N A G E M E N T S E L E C T I O N

Head of Finance and Administration

Major International Accountancy Practice

To £40,000 + Car

North of England

An energetic, enthusiastic and highly professional finance manager to join as a key member of the management team.

THE PRACTICE

- ◆ Highly successful and growth orientated.
- ◆ Regional centre of a major international practice.
- ◆ Based in a key financial centre in the North of England.

THE POSITION

- ◆ Responsible for the total finance function including administration.
- ◆ Responsible for all property related matters.
- ◆ Reporting to the Senior Partner.

QUALIFICATIONS

- ◆ Professionally qualified Accountant.
- ◆ Probably aged 35 to 40.
- ◆ Demonstrable track record in commerce at a senior level.
- ◆ Excellent personality with strong inter-personal skills.
- ◆ Good organisational abilities with potential to develop further.

If you are interested in this key appointment, please telephone Graham Marlow or Stuart Adamson FCA on 0532 451212, or send your CV, in confidence, quoting reference number 728, to Adamson & Partners Ltd, 10 Lisbon Square, Leeds LS1 4LY. Fax Number 0532 420802.

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Executive Search and Selection

CAREER CHOICE

The Financial Times proposes to publish a Survey on the above on

17th October
1990

For a full editorial synopsis and advertisement details, please contact:

Nicholas Baker

on 071-873 3351
or write to him at:

Number One, Southwark
Bridge
London SE1 9HL.

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

Assistant to the Financial Controller

City to £30,000 + benefits

This is an exceptional opportunity to join a major investment institution whose growing business requires the recruitment of an additional Chartered Accountant.

The successful candidate will be expected to take responsibility for the financial integrity of the accounting records, preparation of monthly accounts, performance analysis and budgets.

We are seeking a flexible person, preferably a graduate, who is familiar with PC based accounting packages and is capable of taking on considerable responsibility. Experience of investment accounting an advantage.

If you feel that you can match this challenge, please send your career details to Marilyn Davidson at the following address: Broadway Chambers, 14-26 Hammersmith Broadway, London W6 7AF

Independent Recruiters
081-741 9595



FINANCIAL CONTROLLER

London c. £34,000 + Fully Expensed Car + Benefits

Bass Inns & Taverns is the pub retailing division of Bass PLC, the UK's largest brewing and hotels group. It owns Britain's leading portfolio of national and regional beer and lager brands and the highest quality pub estate. As a market leader, Bass Inns and Taverns is concentrating on further improving the quality and consequent return from each of its outlets.

The company's aggressive marketing plans will see an increase in expansion and profitability. Recent re-organisation to take advantage of the current climate has given rise to an exciting opportunity within one of the major operating headquarters.

As the Senior Financial Manager of the Southern operating company, and a member of the management committee, your financial and business development skills will be utilised to the full in the expansion process.

Successful achievement of set objectives should lead to progression to a more senior role within the Group, either in the UK or overseas.

You should be a qualified accountant, in your late twenties or thirties, with at least 5 years post qualification experience. With a staff of 40, strong personal communication, and management skills are essential.

To find out more about a career at Bass Inns & Taverns, please contact Jilla Geranpay or Bill Greenwell, in strict confidence, at:

CMP

CAREER MARKETING PARTNERSHIP
170 EDMUND STREET, BIRMINGHAM B3 2HB · TEL: 021-233 4224.

FINANCE DIRECTOR

To whom business (not just numbers) is a way of life

c.£35,000 + car

Essex

The calibre of management is never more crucial than when a small nucleus provides the entire drive for a nationwide business. This specialist storage, sales and distribution business - in fact, a major paper merchant - turns over nearly £100 million from a network of distribution centres throughout the country; its closely knit central management team has driven the business to its current position amongst the market leaders in its own commercial sector. Recent developmental moves have created the need for a new Finance Director, who will obviously be a vital member of that team. We are looking for a qualified accountant (no prejudice about qualification, but this job is close to the sharp end so no sophisticated bean counters please) whose work ethic will allow quick identification with colleagues who are used to working hard together as a close team. Getting the figures right is obviously important, but above all the MD will be looking for strong commercial understanding and advice. It is a truism that profit will always depend upon shrewd buying and effective selling, but the right financial input to both processes is essential. Ideal candidates, late thirties/early forties, will demonstrate accounting expertise, commercial flair and, even more importantly, team-playing strengths and clear evidence of commitment to hard work. Please send full career details, quoting reference WE 0134, to Terry Ward, Ward Executive Limited, Academy House, 26-28 Sackville Street, London W1X 2QL. Tel: 071-439 4581.

WARD EXECUTIVE

LIMITED
Executive Search & Selection

Group Finance Director Media/Entertainment

£45,000 + Bonus + Stock Options

Covent Garden and Chelsea

Top finance job in very exciting, successful and profitable media and entertainment company. Leaders in their field.

THE COMPANY

Three subsidiaries in two attractive locations. Turnover £9m with real growth potential. Media related products and services using highly sophisticated technology. Exceptionally talented management team handling top media projects.

THE POSITION

One of three Executive Directors reporting to Chief Executive. A very wide ranging, hands-on role closely involved in all business and strategic issues. Full responsibility for financial management, management and financial accounts, treasury and company secretarial matters.

Staff of nine reporting in - all bright, loyal and hard working.

QUALIFICATIONS

Graduate Chartered Accountant, Mid thirties. Media or entertainment experience within fast growing business preferred. Excellent interpersonal skills. A good presenter, at ease with both creative people and banks/investors. Able to contribute to general strategic management issues.

Please reply in writing, enclosing full cv. Reference BJ2941
NBS, Bennetts Court, 6 Bennetts Hill, Birmingham, B2 5ST



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Corporate Finance Manager

c. £45,000 + Benefits

Rural Midlands

Unusual opportunity for a commercially oriented Chartered Accountant to combine specific responsibility for the Treasury function with a high level corporate role in special projects and acquisitions. A high profile position in a major multi-national business with excellent career development.

THE COMPANY

World leading engineering and contracting group. True multi-national with UK based turnover in excess of £1.5 billion. Profitable, well-focused and growth oriented.

THE POSITION

Head Office role working directly to the Financial Director. Full responsibility for the Treasury function through a small team. Wide range of corporate finance projects, including international liaison, acquisitions and divestments.

QUALIFICATIONS

Chartered Accountant, ideally aged 30's, with Group level experience in a major business. Sound knowledge of Treasury management. Investigative approach to business opportunities and problem solving. Presence to communicate with top management internationally. Ambition to take on even more senior roles.

Please reply in writing, enclosing full cv. Reference BJ2942
NBS, Bennetts Court, 6 Bennetts Hill, Birmingham, B2 5ST



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GROUP FINANCIAL CONTROLLER

C. LONDON

To £38,000 + Car
+ Full Benefits Package



Our client is an expansionary minded group of advertising/communication companies that has consistently enjoyed strong growth both organically and via a series of carefully targeted acquisitions. It is now considered to be amongst the market leaders within this industry sector.

To sustain and improve the quality of management information in place and to gear up for a further period of growth, it seeks a Group Financial Controller who wishes to play a key role in contributing to its success.

With the support of an established team, you will co-ordinate all monthly reporting encompassing management and financial statistics, cash flow forecasting, budgeting and the further enhancement of existing computerised systems.

Other areas of responsibility will include the financial control of group subsidiaries as both adviser and troubleshooter, the negotiation of existing and new client contracts and reporting on client profitability.

Once fully established, you will also play a key role in assessing potential acquisitions and growth opportunities with the Group Finance Director.

Candidate requirements are clear: a qualified accountant aged from 28, who can demonstrate sound technical ability and a record of achievement in a group role. Personal characteristics are of primary importance; a first rate communicator both orally and written, a high level of enthusiasm and energy tempered with diplomatic and assertive qualities.

The ambition to achieve a directorship in the medium-term will also be a motivating factor.

Interested candidates should contact Michael Herst on 071-629 4463 (day) or 081-502 1247 (eves) or send an appropriate curriculum vitae to the address below quoting MH822.

HARRISON WILLIS
EXECUTIVE SEARCH & SELECTION

Cardinal House, 39-40 Albemarle St., London W1X 3FD. Tel: 071-629 4463.

Financial Analyst Recently Qualified

London

c£28,000

Inchcape, as an international services and marketing group, has global interests in 60 countries ranging from the marketing and distribution of motor vehicles and consumer and industrial products, to shipping and insurance services.

The Financial Control function plays a key role in maintaining the Group's impressive record of growth and profitability and offers a unique insight into all of its core business activities.

As a member of a small, highly professional team, your task will be to analyse Group results and carry out ad hoc projects. Additionally you will be closely involved in the formulation and review of both the Group's annual Plan and Budget.

The right candidates will certainly be graduate ACAs or CIMAs, aged 25-28, who can already demonstrate a record of achievement from within the Profession, Commerce or Industry. First rate technical abilities are taken as read but, as this role involves close and constant liaison with senior multi-discipline management throughout the Group, excellent presentational and communication skills are of equal importance.

The company views this position as an ideal grounding for potential senior managers and prospects for career development at Head Office or divisional level are outstanding.

For further information, please contact Mike Masterson at: H.M.A. Recruitment, Kennet House, 40 Rosebery Avenue, London EC1R 4RN. Tel: 071 837 3456 Fax: 071 837 5466.

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THE INTERNATIONAL SERVICES
AND MARKETING GROUP

DIVISIONAL FINANCIAL CONTROLLER

Central London

Leisure Industry

£33,000 + Bonus
+ Car + Benefits

One of the leading names in the fiercely competitive leisure and entertainments sector our client has consistently achieved significant growth and continued organic and acquisitive expansion, founded on a solid financial base.

As a direct result of this expansion, they now seek to appoint an outstanding individual to assume responsibility for all financial and management controls within the highly profitable leisure division.

Reporting to the Finance Director, your responsibilities will include strategy planning, forecasting, budgeting, systems enhancement as well as acting in a broad trouble-shooting role on behalf of the respective operating units that make up the division.

Aged 27-30 the successful applicant must be able to demonstrate an impressive post qualified record of achievement, ideally gained within a leisure, retail or related service sector environment.

With extensive board level exposure, the position demands an individual with confidence, assertiveness, diplomacy and the ability to communicate at all levels across a range of disciplines.

Opportunities for progression within this fast moving organisation are outstanding and will not be a limiting factor for the successful candidate.

Interested applicants should telephone Simon Hewitt on 071-437 0464, or write to him, enclosing a detailed CV at the address below.

ROBERT WALTERS ASSOCIATES

RECRUITMENT CONSULTANTS

Queens House 1 Leicester Place London WC2H 7BP
Telephone: 071-437 0464

European Audit

c. £28,000 + Car 25-28

The scope of your initial role in this highly regarded U.S. corporation is an ideal platform for a subsequent move into full subsidiary Controllership, or a Corporate Finance position in the USA. Your predecessors have shown the way.

Travelling throughout the continent you will provide European management with guidance and support through a progressive and interactive audit programme. Technical skills will be well-challenged by a diversity of operations from manufacturing to marketing.

A confident and personable A.C.A., with some independence of mind, you will enjoy the level of responsibility inherent in a largely autonomous role. Ambition, matched by ability, will not go unrewarded. Base location: Thames Valley.

Please reply in confidence, quoting Ref: 97/CP.
Colin D. Proudfoot B.Sc., B. Comm., A.C.M.A.,
Grace & Templar, 63 Chiswick High Road,
London W4 2LT
Tel: 081 994 1742 Fax: 081 995 5821

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CHIEF ACCOUNTANT

OXFORD

c.£18,000-£20,000 + benefits

As a consequence of an internal promotion, this highly successful private group, based on the western outskirts of Oxford, wishes to appoint a Chief Accountant to its principal company.

The position is wide ranging in a very fast moving environment and the successful candidate will:

- take responsibility for the accounting staff and most of the Company's financial areas.
- be required to work effectively in roles spanning shirt-sleeves transaction processing to reporting and financial control.
- have the interpersonal skills necessary to work with all levels of management and staff.
- possess a high level of dedication and commitment and should have the ability and determination to grow within the Group into more senior roles.

This position will suit a newly qualified accountant (preferably A.C.A.) maybe taking their first step into commerce and industry, and offers a competitive remuneration package (including bonus and family BUPA cover) and an excellent environment.

Please apply in confidence to Robert Legg, Group Finance Manager, Phase IV Systems Ltd, Oakfield House, Oakfield Industrial Estate, Stanton Harcourt Road, Eynsham, Oxon. OX8 1TH.

FINANCIAL ACCOUNTANT

SALARY: Negotiable plus Company Car

Trio-Kenwood UK Limited are the U.K. subsidiary of the Kenwood Corporation of Japan, one of the worlds leading HiFi and specialist electronics manufacturers.

They are looking for a young, qualified Chartered Accountant who is experienced in the production of management accounts and strict budgetary control, having practised sound financial disciplines in the past.

Based at the company's prestigious new UK Headquarters near Rickmansworth, the successful candidate will lead a small, motivated team and liaise closely with other areas of management.

The opportunities for career development within the Company are excellent.

A negotiable salary package will include car, BUPA and other benefits to be expected from a company of this stature.

Please write with full C.V. to:

Mr Ian Gibbon,
Alliotts - Chartered Accountants,
10, College Road,
Harrow. HA1 1DA



MACARTHY PLC

FINANCIAL CONTROLLER (FINANCIAL DIRECTOR DESIGNATE)

£33,000 + Car

Macarthy Retail

Macarthy Retail is a division of Macarthy PLC, a leading healthcare group. Currently the division manages 224 pharmacies and healthfood units throughout the U.K. under the names of Savory & Moore, Lifecycle and John Bell & Croyden.

Expansion of our activities and a major commitment to new systems and hardware mean that we now need a Financial Controller capable of quickly moving into the role of Divisional Finance Director.

Reporting to the Deputy Divisional Managing Director, you will be responsible for the management and development of all the financial controls and reporting systems for the provision of financial advice to management. Initially based at the Division's accounting office in Falkirk, your progress to Finance Director will involve a move to Head Office in Leighton Buzzard.

Professionally qualified, with experience of retail systems and accounting procedures, you must have managed a large accountancy department through major restructuring.

This is an opportunity to put your career on the 'fast track' with a company which is committed to the challenges of the future. If you can prove your ability and expertise, we will reward you with a highly competitive salary and benefits package.

If you believe you possess the qualities to move swiftly into this senior position, please forward a full CV to John Pollard, Personnel Director, Macarthy PLC, Delta House, 33 Hockliffe Street, Leighton Buzzard, Beds, LU7 8EZ.

Financial Accountant**Multinational - Consumer Products**

c. £40,000 + executive car + benefits **London**
Ambitious, creative and technically outstanding accountant required to join young, top class head office finance team of prestigious international £3 billion turnover consumer group. Global leader, highly profitable cash-generative businesses with balanced international spread and unparalleled portfolio of brands. Close knit, collegiate and stimulating environment. Excellent career opportunities in this expanding, acquisitive group.

THE ROLE

■ Reporting to Group Chief Accountant. Responsible for consolidation and reporting of monthly results of over 200 operating units. Preparation and production of statutory accounts.
■ Providing the lead and managing the resolution of complex international accounting.
■ Handling substantial ad hoc groupwide projects including acquisitions, disposals and capital expenditure proposals.

QUALIFICATIONS

■ Late 20's/early 30's. Technically outstanding ACA with pragmatic approach and an ability to create and implement solutions for intricate accounting issues. Already on a fast track career path.
■ Ideally three years in a head office accounting role in a dynamic major international plc.
■ Initiative and drive. Effective communicator with Board and line managers. Able to cope with pressure, a fast pace and demanding, varied role.

Please reply in writing, confidentiality assured, enclosing full details to:
Ref. F33470L, Brook House, 113 Park Lane, London W1Y 4HJ.

Selector Europe
A Division of Spencer Stuart

London
071-493 1238

Manchester
061-941 3818

Project Accountant**Multinational - Consumer Products**

c. £40,000 + executive car + benefits **London**
Qualified accountant with excellent systems development skills required to join young, top class head office finance team of prestigious international £3 billion turnover consumer group. Global leader, highly profitable cash-generative businesses with balanced international spread and unparalleled portfolio of brands. Close knit, collegiate and stimulating environment. Excellent career opportunities in this expanding, acquisitive group.

THE ROLE

■ Reporting to Group Chief Accountant. Responsible for managing the upgrade of the worldwide group reporting systems.
■ Managing third party relationships. Interfacing directly with the operating units to optimise user solutions.
■ Handling substantial ad hoc groupwide projects including acquisitions, disposals and capital expenditure proposals.

QUALIFICATIONS

■ Late 20's/early 30's. Proven success in completing large MIS projects on time and to budget. Focused on end user requirements.
■ Strong team and interpersonal skills. Experienced in managing and negotiating with third parties and interacting with line management. Problem solver.
■ A self-starter. Logical, analytical and results oriented. Potential to move to a senior line role within 2/3 years.

Please reply in writing, confidentiality assured, enclosing full details to:
Ref. F33370L, Brook House, 113 Park Lane, London W1Y 4HJ.

Selector Europe
A Division of Spencer Stuart

London
071-493 1238

Manchester
061-941 3818

Financial Analysis Manager

City

Our client, a major British financial institution, is seeking to appoint a young, bright, ambitious person to its high profile financial analysis team. This is a challenging opportunity to gain an in-depth understanding of a progressive and complex business, with particular responsibility for its investment banking and treasury operations. You will make an active contribution to strategy planning, budgeting and external results reporting.

You should be a graduate qualified accountant, in your late twenties or early thirties, with at least two years of your post-qualification experience spent in an investment bank or securities house, preferably with some product exposure.

c.£35,000 + car + bonus + banking benefits

The analysis undertaken is sophisticated and penetrating and calls for both good modelling/PC experience and strong analytical and presentational skills.

Future promotion prospects from this position are excellent, either to another group role or by capitalising on the relationships you will have established with the Group's investment banking operation.

Please reply in confidence giving concise career, salary and personal details, quoting reference SK 259 to Suzanne Karoly at Ernst & Young Search and Selection, 21 Conduit Street, London W1R 9TB.

Ernst & Young

SEARCH AND SELECTION

Controller**Group Information Services**

c. £40,000 + executive car + benefits **W. London**
Unique opportunity for an innovative accountant with commercial flair and interest in the financial management of a very substantial information services operation. Major multi-national plc with world-scale activities. High level of freedom to initiate and stimulate change to improve performance. Excellent scope for rapid professional and personal advancement.

THE ROLE

■ Reporting to the Information Services Director, realising operational improvements and effectiveness throughout the Group.

■ Improving project management and performance measurement procedures. Reviewing strategic plans and budgets, analysing and reporting monthly performance.

■ Fostering a commercial and value-for-money culture and discipline.

QUALIFICATIONS

■ Bright, qualified accountant, late 20's/early 30's. Empathy with information technology, likely to have engineering or scientific education. Possibly from management consultancy or computer industry.
■ Clear thinker, excellent communicator. Flexible and diplomatic but persuasive and determined manner which achieves results.
■ Ability to identify and negotiate commercial opportunities. High energy level and high growth potential.

Please reply in writing, confidentiality assured, enclosing full details to:
Ref. F33570L, Brook House, 113 Park Lane, London W1Y 4HJ.

Selector Europe
A Division of Spencer Stuart

London
071-493 1238

Manchester
061-941 3818

WINCHESTER

Exciting changes are taking place in the world of broadcasting. Recent legislation has paved the way for the setting up of an innovative, privatised growth company that will focus on providing a high quality service to customers. Although the core business will focus upon broadcast transmission we will seek to diversify into related services and technologies.

We have outstanding opportunities for talented and committed individuals to join us at the start of this venture and to play an active role in shaping the new company. All positions require professionals who are business oriented and commercially minded.

TREASURY GROUP LEADER

c.£27,000

You will be required to head a team and manage the company's investment in working capital.

You should have a qualification from one of the CCAB bodies and several years relevant experience at a similar level in a treasury role in industry or commerce. Along with strong organisational skills you should also have the leadership skills and maturity to motivate a team of five staff.

MANAGEMENT ACCOUNTING GROUP LEADER

c.£27,000

You will be required to head a team and provide effective management accounting systems.

A CIMA qualification should be backed by several years relevant experience at a similar level in telecommunications or other high-technology businesses. Along with strong organisational skills you should also have the leadership skills and maturity to motivate a team of eight staff.

MANAGEMENT ACCOUNTANCY SPECIALIST (2)

c.£22,000

Required to provide professional accountancy support to several of our business units.

You should have experience of financial modelling software. One of these posts will require a current driving licence as travelling is involved. Occasional nights away from home will also be necessary.

FINANCIAL ACCOUNTING SPECIALIST

c.£22,000

You will be required to prepare financial accounting statements for Board level and external purposes.

You should have a CCAB qualification and have a good knowledge of Corporate Tax and VAT law and procedures.

ALL POSITIONS OFFER AN ATTRACTIVE SALARY AND A RANGE OF BENEFITS INCLUDING CONTRIBUTORY PENSION SCHEME, 22 DAYS ANNUAL LEAVE AND WHERE APPLICABLE, GENEROUS RELOCATION EXPENSES.

Please write with full C.V. to: Jackie Howard, Human Resources Manager, The Independent Broadcasting Authority, Cranley Court, Winchester, Hants, SO21 2QA.

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14 East 60th Street
New York, NY 10022

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

FINANCE MANAGER

To £33,000 plus expensed car and benefits **Thames Valley**

Our client is a key subsidiary of a substantial international IT business. Growth rates in the UK have been remarkable in recent years with sales expected to reach £75 million in 1990.

Due to internal promotion, they wish to appoint a Finance Manager to lead the UK Finance team, reporting to the UK Controller. Apart from financial and management accounting responsibilities with tight reporting requirements to the European HQ, there are two challenging tasks within this fast growth environment. These priorities are the introduction of a new computer system and the development of a more sophisticated management information and forecasting system.

You will be a qualified Accountant, ideally a graduate ACA, with at least five years' experience and a progressive track record in well-respected substantial organisations. Experience of working with advanced computer systems is essential. You must have the calibre, desire and strength of personality to absorb additional and broader responsibility beyond pure finance in the short to medium term.

Please telephone Alan Brown on 0528 75956 for further information about this excellent career development opportunity, or send him your CV as soon as possible, including current salary, to the address below.

MKA EXECUTIVE SEARCH AND SELECTION LIMITED
MKA House 36 King Street
Maidenhead Berks SL6 1EF
Telephone: (0628) 75956
Fax: (0628) 770065

MKA

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FINANCIAL DIRECTOR**DESIGNATE**

Due to internal reorganisation, the position of Financial Director Designate (Board Appointment within six months) has become available. Package c. £30K + car.

We are an international business which offers a complete range of manufactured equipment and services to a niche market. We are an autonomous trading division of a successful and growing plc.

The key tasks will include:
● working with senior management on business plans, forecasts and budgetary control
● ensuring compliance with group accounting requirements and providing timely and meaningful management information
● taking responsibility for the management and development of the in-house computer system.

The successful candidate will be a qualified accountant, and will probably be in the age range of 28-35. There is a requirement that the candidate can demonstrate that he/she has had full responsibility for accounting and management reporting.

The position will be based at our head office in Hertford.

If you are interested in the above position, please send your updated C.V. to the Chief Executive, CASE/ICC Ltd, Unit 10, Carlton Hill Industrial Estate, Hertford SG13 7NE.

CASE
"Wherever money matters"

FINANCIAL CONTROLLER

LONDON CIRCA £28,000 + BENEFITS

Fast growing adventure tour operator/retailer seeks dedicated, energetic financial controller.

To work closely with the M.D. Be responsible for the finance function, including financial and management accounting, cash flow management and computer systems development.

Qualified accountants with experience in commercial environment and ability to work under pressure required.

Please write with full C.V. to:-

MR MURGHU MACK
131-135 EARLS COURT ROAD
LONDON SW5 9RH

GROUP FINANCIAL DIRECTOR

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VEHICLES AND THE ENVIRONMENT

Friday, July 27, 1990

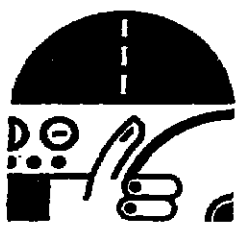


INCREASINGLY during the last several years, the car has come to be cast in the role of environmental villain. Fears about global warming, the gradual destruction of the earth's ozone layer, the effects of acid rain and photochemical smog, noise and congestion – the car's undoubted contribution to them all has been brought into much sharper focus.

Inevitably, as concern about such problems has increased, there have been calls from environmentalist campaign groups around the world for various types of action to be taken. The suggested measures range from direct curbs by governments on private car usage to be accompanied by substantial investments in public transport – to intensified research and development to produce "non-polluting" vehicles using exotic technologies, such as hydrogen fuels or super-batteries.

Such technological alternatives, most manufacturers agree, are feasible – but unlikely to emerge as viable propositions until the early part of next century. And the problem with proposed usage is that, outside the active greens, few motorists appear prepared to lose any significant element of the freedom conferred on them by the car. Indeed, even if large

World pressure to intensify research drive



Energy-consumption and increasing problems of pollution by motor vehicles are an important and urgent focus in the world wide

debate over the environment. John Griffiths examines the main issues.

parts of the developed world were to adopt policies of using cars less, the problem in global terms would continue to grow as a result of the Third World's inevitable desire to motorise. The likely consequence of that desire, the Economist Intelligence Unit has warned, is a large jump in the world's car population to around 550m cars by the year 2000, compared with just over 400m now. Clearly, in terms of some

emissions, the development of yet "cleaner" cars will have to accelerate just to stand still.

In some key areas, substantive progress is being made – though not necessarily in the way manufacturers, at least, might like. For example, the two houses of the US Congress are now steering their way through a haze of technical arguments which, by the autumn, should lead to a new Clean Air Act parked on fed-

eral statute books. The Act is likely to require manufacturers to produce yet-cleaner cars using ever more sophisticated catalytic converter systems, with some vehicles being required to use alternative fuels to petrol, such as methanol, even though today's cars emit less than one-tenth of the pollutants of a vehicle of the early 1970s.

The US "big three" motor-makers – Ford, GM and Chrysler – are developing technical solutions to such demands. But they argue that in some areas, notably catalytic converters, the industry is entering an area of rapidly diminishing returns, with consumers likely to pay a high additional price for relatively marginal cuts in emissions.

One major contribution to a gradual diminution of regional pollution from cars will, however, come in just over two years, when the European Community belatedly falls into line with North America and Japan in requiring all cars to be fitted with the catalytic converters which remove most of the oxides of nitrogen, carbon monoxide and hydrocarbons which contribute to a range of environmental problems. From the beginning of 1993 they must be fitted to all new cars. It will take some years for the full effects of this measure to be felt; until scrappage finally removes all "non-cat"

cars from the road. However, it should mean that in the UK, for example, by the year 2002 some 90 per cent of cars on the roads should be catalyst-equipped. Even if the car population has grown to 21m by then, the level of emissions would be reduced to a level equivalent to the emissions from 8.4m cars today, according to the Society of Motor Manufacturers and Traders.

However, the legislative lead in the battle against emissions continues to come from the US. One Clean Air Act proposal is for a fleet of 300,000 "alternative" fuel cars to be operating in California by 1994, and for nearly a third of light commercial vehicles to be using various alternative fuels by the mid-1990s. Manufacturers failing to produce or sell enough would face legal action.

The US motor and oil industry are spending some \$15m on a joint research programme into a wide range of alternative fuels. However, all of these alternatives have their problems as well. While methanol would cut the amount of atmospheric ozone created, it has much less energy content per gallon than conventional petrol, thus reducing performance and range for a given fuel tank size, and unlike petrol is quite corrosive.

The motor industry fears that consumers will shun such alternative-fuel cars because of

reduced performance, despite the manufacturers having been forced to produce these vehicles.

One function of the gathering environmental crisis, however, may be to act as the catalyst which finally brings the electric car to viability.

The drawbacks of electric vehicles remain glaringly obvious: much more limited range than a petrol or diesel car, the need for regular recharging, a process inevitably taking several hours; usually much inferior on-road performance and higher initial purchase price in the absence of manufacturing economies of scale.

For much of the electric car's history, leading vehicle producers have been understandably reluctant to take the plunge into producing such vehicles when there has been little evidence of a market wanting them.

For the first time, however, progress towards the electric car is being driven by legislation – and, significantly, in Southern California, the very same region where the first drive towards clean cars, and the catalytic converter, began.

If the "Los Angeles initiative" goes as planned, there will be 10,000 electric cars and vans on the roads of the vast, sprawling and smog-shrouded Californian metropolis by 1995. User experience with them should then determine just

how realistic the region's environmental legislators, in the form of the South Coast Air Quality Management District, are being in setting out clean air standards which by the year 2010 could only be met – barring some totally unexpected new technology – if 70 per cent of all vehicles operating in the region, or more than 6m, were to be electrically-powered. The legislation will effectively require a population of up to 1.7m electric vehicles to be operating in the region by the end of the next ten years.

The initiative is jointly sponsored and is being overseen by the city council, its Department of Water and Power, and the private sector utility, Southern California Edison. It has taken the form of a competition under which the three winning manufacturers are to build a variety of small cars, passenger vans and light commercial to create the 10,000-vehicle fleet.

The aim is to identify the problems associated with such a fundamental transformation of personal transport as well as, hopefully, to smooth its path.

The Department and Southern California Edison, are providing development funds to the chosen companies. In addition, they are devising with both state and federal authorities fiscal incentives to

THE SUNRAYCER: pictured above is General Motors' solar-powered car which won the 1,950-mile World Solar Challenge race. Left: research engineers at GM, working on the Sunraycer.

IN THIS SURVEY

■ The European Community debate; European research initiatives; developments in the US; enforcing US standards – a new way to check vehicle emissionspage 2

■ The electric car; Los Angeles initiative; moves by leading US manufacturers .. page 4

■ Research challenge for truck engine makers; cleaner car plants; manufacturing profile: VW page 5

■ Public versus private transport; developments in Japan; vehicle recycling page 6

Continued on page six



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VEHICLES AND THE ENVIRONMENT 2

Kevin Done describes the EC's new policy

Europe to tighten its emission standards

AFTER HECTIC debate, the European Community has agreed standards for car exhaust emissions, although legislation for implementing them is still awaited in several EC member states.

The EC directive introduces mandatory standards for exhaust emissions, and will require sophisticated, regulated, three-way autocatalysts on all new cars from the beginning of 1992 and on all new models from July 1992.

The tougher regime represents a triumph for the environmental lobby, and was the first occasion on which the

for all." Mr Carl Hahn, chairman of the management board of Volkswagen of West Germany, maintains that with 500m cars expected to be on the world's roads by the year 2000, "the widespread concern of the consumer regarding emissions of carbon dioxide and nitrogen oxides become more readily apparent."

Industry has shifted ground in response to political and environmental pressures and accepts that tougher regulations are both inevitable and to be welcomed.

According to Mr Hahn, "we have reached an economic position in which it is entirely reasonable to anticipate that our societies can afford the added costs which are unavoidable in connection with the protection of the environment, and our governments can be expected to take notice of this."

Industry has shifted ground in response to political and environmental pressures

European Parliament was able to have a crucial impact on future European legislation.

The proposed new standards are based on an improved test cycle which reflects more realistic European driving conditions. It includes an extra cycle at speeds of up to 75mph to simulate motorway driving in addition to the existing cycle, which is conducted at up to 31 mph to simulate city driving.

The legislation also allows individual EC countries to introduce tax incentives for up to 85 per cent of the cost of additional pollution control equipment.

According to Johnson Matthey of the UK, the world's largest manufacturer of autocatalysts, the EC directives will bring European Community standards substantially into line with present US standards, although those are under review and are expected to be tightened in 1993.

While the west European motor industry has accepted the tougher exhaust emission control regime - largely with a sense of relief that there will finally be a common EC standard - the path to agreement was painful and created much damaging uncertainty.

Mr Lindsey Halstead, chairman of Ford of Europe, said last year that the breakthrough "was only achieved after an extended period of severe planning uncertainty, with many governments seeking to impose their differing views. For years we have argued that technical harmonisation could only be achieved by strong co-ordination which would lay down the same rules

ined to reduce carbon dioxide emissions, such as lower fuel consumption, speed limits, alternative fuels and propulsion systems as well as better traffic management.

He said that diesel engines had important advantages over petrol engines in terms of lower fuel consumption and therefore lower CO emissions, as well as much lower emissions of carbon monoxide and hydrocarbon, and somewhat lower emissions of nitrogen oxides.

Diesel engines were a possible route for reducing the gaseous emissions creating the

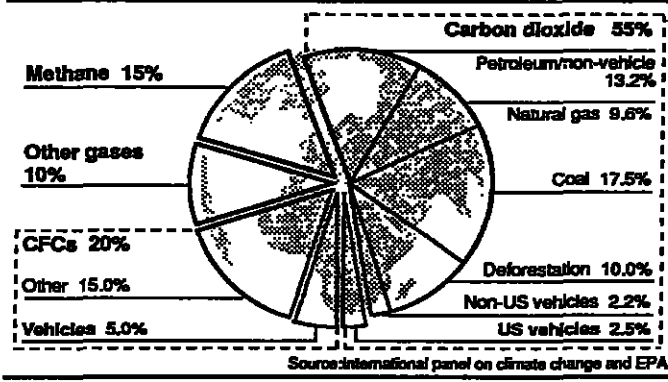
EC member states have disagreed over the pace of tightening vehicle exhaust emission standards

greenhouse effect, said Mr Stief-Tauch, adding that research findings into the carcinogenic potential of soot particulates in diesel exhaust were still controversial.

Significant progress has been made on the exhaust emissions front, where tough measures have been introduced. According to General Motors, new US passenger car emissions of hydrocarbons and carbon monoxide have been reduced by 96 per cent and oxides of nitrogen by 76 per cent since 1970, thanks to the mandatory use of catalytic converter technology.

However, according to Mr Jack Smith, GM's executive vice president for international operations, "as we enter the 1990s further increases in vehicle emissions reductions promise to be more difficult technologically and more expensive than were the gains already made."

Worldwide contributors to global warming



FAR-SIGHTED thinking by West German vehicle manufacturers concerned about growing traffic densities has led to a research project which now involves most European car and truck makers.

Prometheus, as the project is known, was set up in 1986. It has now got down to detailed research and has emerged as one of the foremost joint projects in Europe.

It aims to smooth traffic flows and make road transport safer, more efficient and less damaging to the environment. It will also make vehicle manufacturer's products more desirable in the next century.

The project is based at Daimler-Benz's headquarters in Stuttgart, and has a budget of \$200m. The scale of the project, and the emergence of a single European market, made it desirable to involve all the European-based manufacturers. They are working with electronics companies and with 50 scientific institutes and universities, giving a mixture of theoretical and applied research.

Project members stress that Prometheus is "exclusively" a pre-competitive research programme; companies will use the results of the research to develop their own products. These will start appearing in the mid-1990s, but the full benefits are unlikely to be available to drivers until the turn of the century.

Prometheus is an acronym of Programme for a European Traffic with Highest Efficiency and Unprecedented Safety, bolstering a somewhat tenuous link with the mythical Greek.

The project will create "intelligent" vehicles which can react to their surroundings, including other vehicles, cyclists and pedestrians.

Prometheus has emerged as one of the foremost research projects in Europe

Vehicles will be able to provide the driver with information of road and traffic conditions and of directions, all superimposed on the windscreens. BMW has successfully tested a car driven at speeds of more than 150kph steered through

Jack Semple on European research into cleaner, safer driving

Prometheus offers promise to the European motorist

simple bends using only messages from a video camera to steer the car. The next step will be to build up a reliable method of controlling the car under more extreme conditions, perhaps to the extent of including engine power control. BMW does not, however, foresee fully automatic driving.

A vision enhancer is being developed to help drivers. It uses an infra-red camera which can give information on the road and other road users which the driver would not be able to discern for himself. Drivers will be able to "see

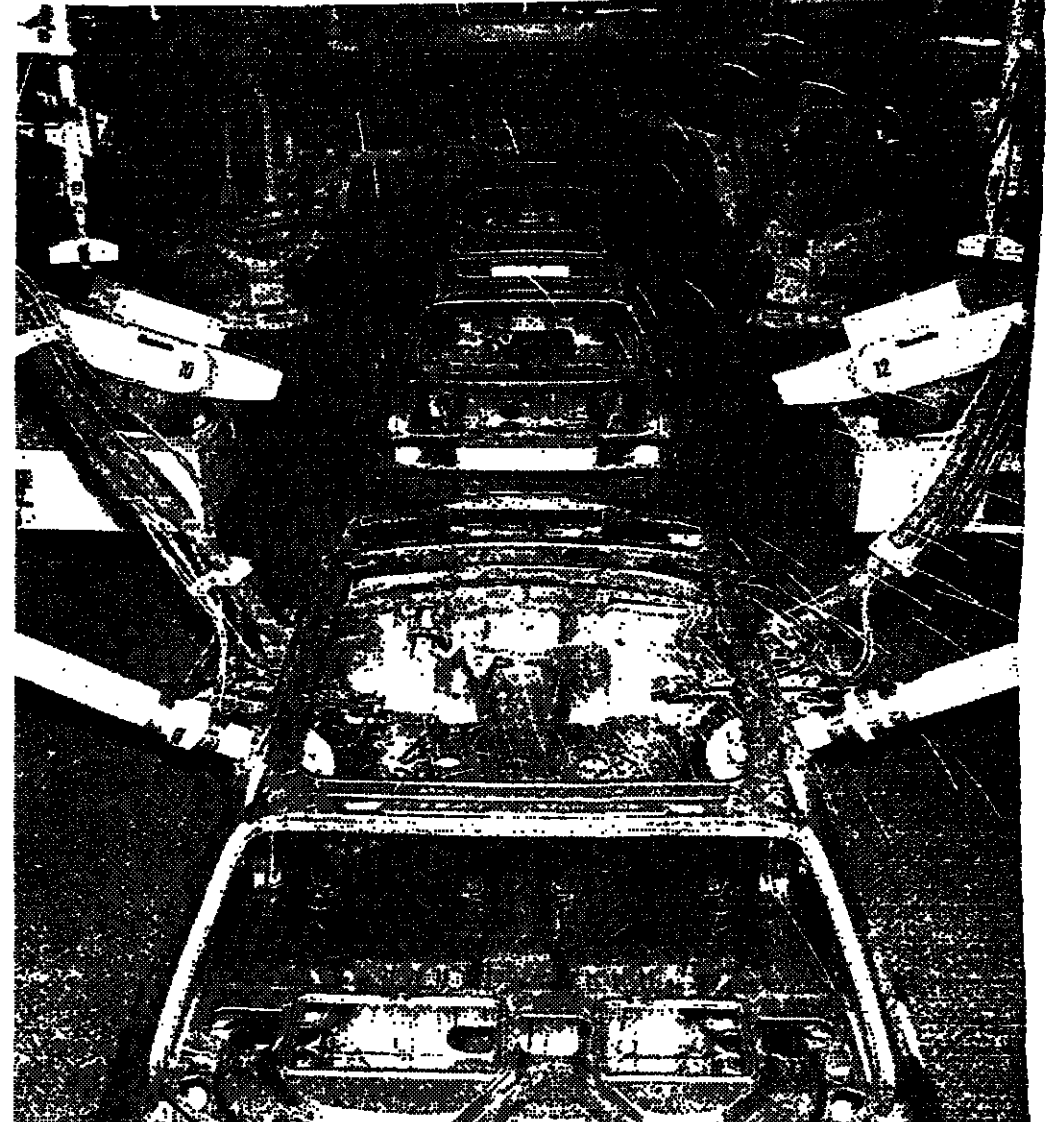
The research draws on technology from the aerospace and defence industries

through" fog, rain, snow and darkness. Drivers will accept a level of interference, or "active support" of vehicle behaviour, if there are obvious benefits. There is a parallel with the ABS braking system, which is now largely accepted.

Prometheus draws on technology already developed in the aerospace and defence industries. As with research in those fields, it also expects to have minor spin-off benefits for other areas of industry.

Most of Europe's volume car and truck assemblers are participating in Prometheus, as are components suppliers. Vehicle builders based outside Europe were excluded from Prometheus until recently, but Opel, the German division of General Motors, has started working on the project and Ford is now keen to join.

The two UK members of Prometheus are Jaguar, which was recently acquired by Ford, and Rolls-Royce. Rover Group was involved in Prometheus initially, but withdrew two



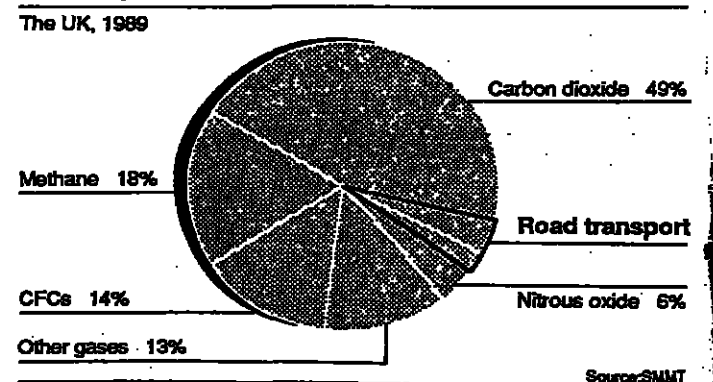
Energy-saving welding robots at the Daimler-Benz works, Sindelfingen

years ago on the grounds that it could not afford the manpower and financial resources. Rover aims to pick up on Prometheus technology when

it becomes an important feature of the car people drive; project members believe that their involvement from the outset will give them a head

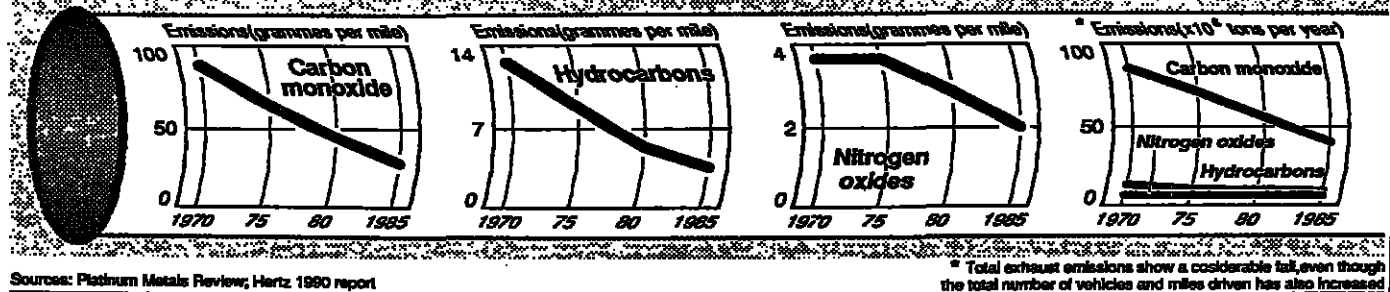
start. Either way, Prometheus is a long-term project; the payback, too, will be over a long period.

Transport and the greenhouse effect



Effects of US legislation

The decline in vehicle pollution as strict emission control legislation starts to have an effect.



Kevin Done on moves to transform the US automotive industry

Congress orders a clean-up

US CAR MAKERS accept that environmental pressures will transform the automotive industry over the next 15 years.

According to a Ford report, environmental concerns are one of the most serious issues facing the company.

A study by a team led by Mr Ernie Savio, a senior executive at Ford's world headquarters in Dearborn, Michigan, says that concern over the environment and other issues, will affect "the size and shape of cars, what is in them, how they are made, where they are allowed to go and even who can own them."

It warns that urban congestion in the advanced economies will become so bad that private vehicle use and thus production will be cut.

The level of exhaust pollution means car makers will have to bear some of the burden of reducing global warming.

The report says: "We will see tighter fuel mileage requirements, alternative fuel incentives, fuel conservation taxes and other restrictions."

International imbalances in the extent of environmental regulation will have a significant bearing on the development of the global auto industry, affecting the costs, sales and prosperity of individual companies.

Recyclable materials must be found for vehicles not fuelled by petrol, the report says. Joint venture research would be nec-

US Federal emission standards (gpm/mile)*		
Carbon monoxide	Hydrocarbons	Nitrogen oxides
3.4	0.41	1.0

*1985 standards; they are expected to be toughened for 1995. Source: Johnson Matthey

essary to meet environmental regulation.

It is against this background that the US has been debating a new Clean Air Act.

Proposals have come from both Houses of Congress and the legislation is now being reconciled, but it is likely that a new, tougher Clean Air Act will be approved later this year.

The overwhelming approval by the Senate in April of its version of a Clean Air Act means that the most important legislation affecting US industry in a decade is now almost certain to become law.

It will introduce sweeping changes to environmental controls on US industry.

Car makers, electricity utilities, coal companies and plants in a range of heavy industries will bear the brunt of the proposals to cut down on emissions.

The costs of complying with the Act could damage competitiveness, and there are strong suggestions that the US has already reached the point of diminishing returns.

For example, it was relatively cost-effective to cut the first 96 per cent of exhaust emissions from cars at less

than \$600 per tonne. Squeezing out the last 4 per cent on new models will cost 20 times that much.

Indeed, adding \$600 to the cost of each new car could actually slow the phase-out of the 45 per cent of dirtier pre-1983 model cars which account for 85 per cent of emissions.

Speeding up fleet turnover through enhanced inspection, and fees on polluting cars, could cut emissions for less than \$4,000 per tonne.

That compares with more than \$13,000 per tonne for the new exhaust standards and \$40,000 per tonne for mandating alternative alcohol fuels.

These are some of the arguments deployed by the army of lobbyists who have been mobilised to fight the proposed Act. Their more extreme claims can safely be dismissed as special pleading. Yet there is no doubt that the Act will have a profound effect on the country's industrial structure.

Indeed, the differential burden of the measures contained in the Act has dominated the horse-trading - not least between the White House and Senate leaders - which has resulted in substantial changes to the original proposals.

Mid-western and Appalachian states are angry that they will have to pay for reductions in smog and acid rain in north-eastern and Pacific states. They fear that the price will be fewer jobs in power utilities, mines, chemicals plants, steel works and car factories.

The measures bear the stamp of compromise. The oil and motor industries, for example, succeeded in killing a move to force them to introduce methanol as an alternative to petrol for cars. But they could still be obliged to phase in cleaner, reformulated petrol in the nine most smog-ridden cities from the mid-1990s.

The result pleases few environmentalists and even fewer on the radical right who believe that there is inadequate scientific justification for much of the Act. But the very fact that Congress looks set to approve such sweeping reforms after more than a decade of abortive attempts at legislation reflects the environmental grounds well now running through the US.

And where the US leads, other countries are likely to follow.

While the Act may add to the burdens on US business, it could also bring US industry some competitive advantages. Car manufacturers, for example, with experience of the new measures will be in a good position to respond quickly and flexibly as similar provisions are introduced elsewhere.

Barbara Durr on a new method of checking emissions

The chemist challenging conventional wisdom

A BRITISH chemist at the University of Denver, Colorado, is challenging conventional wisdom about vehicle emissions.

Professor Donald Stedman, from Highbury, London, has devised a piece of equipment that can measure the carbon monoxide emissions of moving - rather than stationary, as is the normal US practice - vehicles.

He has discovered that a tiny fraction of the millions of vehicles on American roads are responsible for most of the air pollution.

In an experiment funded by the state of Illinois last year, Professor Stedman measured the carbon monoxide coming from 12,000 vehicles.

He found that 8 per cent of vehicles accounted for half the pollution and another 11 per cent accounted for roughly the other half.

More importantly, the professor says that contrary to the widely held notion that older cars are dirtier, he found that cleanliness was more a matter of how well cars are maintained.

A 1978 Chevrolet, which does not have the latest in Detroit's emission control equipment, was the cleanest vehicle examined.

The professor found that a fraction of the vehicles on US roads cause most of the pollution

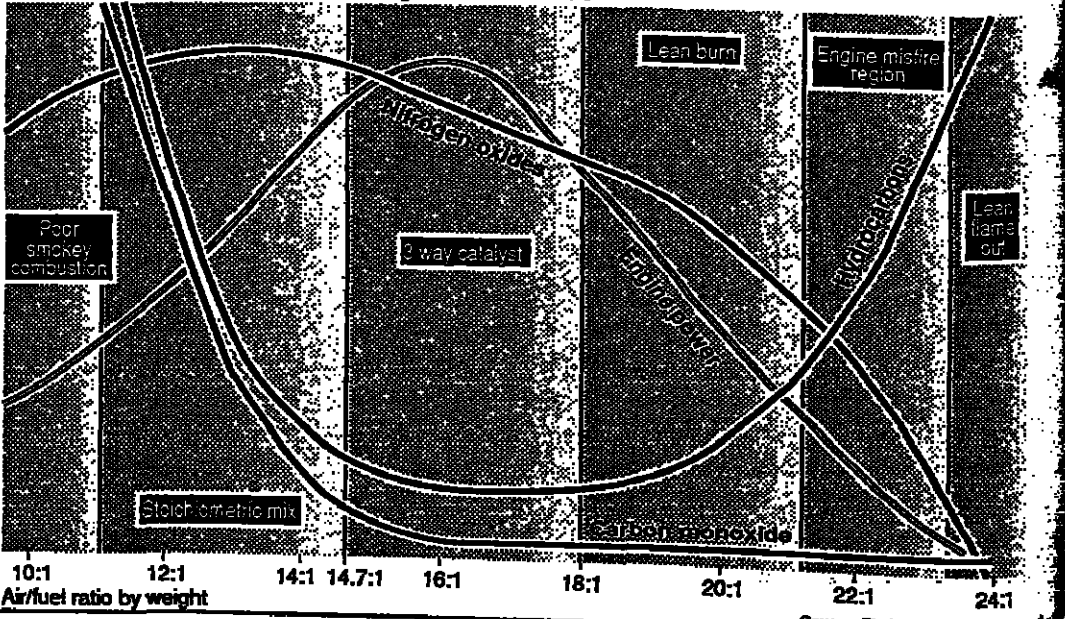
ined. A 1986 Jeep, however, with all the more modern emissions equipment, was the dirtiest.

Maintenance was also clearly the secret for a 1934 vintage Chevrolet, which passed the test with flying colours.

"It's all tuning and maintenance, not the age of the car," Prof Stedman says. The professor's gadget, which was set up on a road-

Emissions through a range of air/fuel ratios

Carbon monoxide, hydrocarbons and nitrogen oxide emissions



by the US Environmental Protection Agency (EPA), tests cars when they are stationary, and is generally applied on an annual basis.

The central issue here, says Professor Stedman, is that manufacturers have spent years designing cars that will pass the stand-still emissions test, but not necessarily be clean when they are on the road.

For example, a new Chevrolet Corvette would fail the test after it got into second gear, he said.

Illinois officials are considering replacing the standard EPA style test with roadside scanners to measure vehicle emissions. The worst offenders can then be called to account, while the rest of the driving population is free to go about its business and avoid the long annual inspection queues.

Professor Stedman has been commissioned to improve his device to be able to measure

hydrocarbons, which cause the greatest ozone problem.

That test will be conducted later this year, although the results are expected to be similar, given the close correlation

between carbon monoxide and hydrocarbon emissions.

While EPA officials have generally been rather hostile to Professor Stedman, some are starting to take note.

The EPA research office in Ann Arbor, Michigan was the first purchaser of the Stedman infra red car scanner.

Illinois officials are considering replacing the standard test with scanners to check emissions

The professor is currently seeking a commercial vendor for manufacture of his invention.

Even more extraordinary than the appearance of this multi-limbed alien is the cleverness of its brain. And that is exceeded only by the nastiness of the world it creates. Imagine some never-to-be-wished motoring nightmare. A blown tyre on a B-road and an oncoming truck, perhaps. Why not throw in a sharp bend, a touch too much speed, and some ice?



SIMULATOR REPRODUCES
TRICKIEST ROAD CONDITIONS

No matter how chilling the scenario you conjure up, this driving simulator will have taken Mercedes-Benz cars and engineers there already. It will have helped to ensure that safety elements built into

every Mercedes-Benz – whether they're braking, powertrain, steering or suspension systems – are as effectively designed as it is possible to make them.

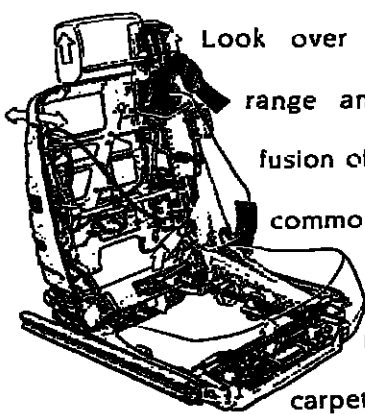
Within the high-tech confines of this unique Mercedes-Benz research tool, the entire world of driving experience can be reproduced.

Every driving sensation, every road condition, every conceivable traffic and climatic hazard is on tap. (It is possible, for example, to generate enormous simulated lateral acceleration, the sort of cornering stress that only expert drivers can draw from the world's most exotic production sports cars.)

And the benefits to be reaped from such research – be it the design of a Mercedes-Benz seat or direction indicator, a rear suspension linkage or foot pedal – are all the more conclusive for the exceptional realism of the simulator testing.

LUXURY SITS EASILY WITH SAFETY

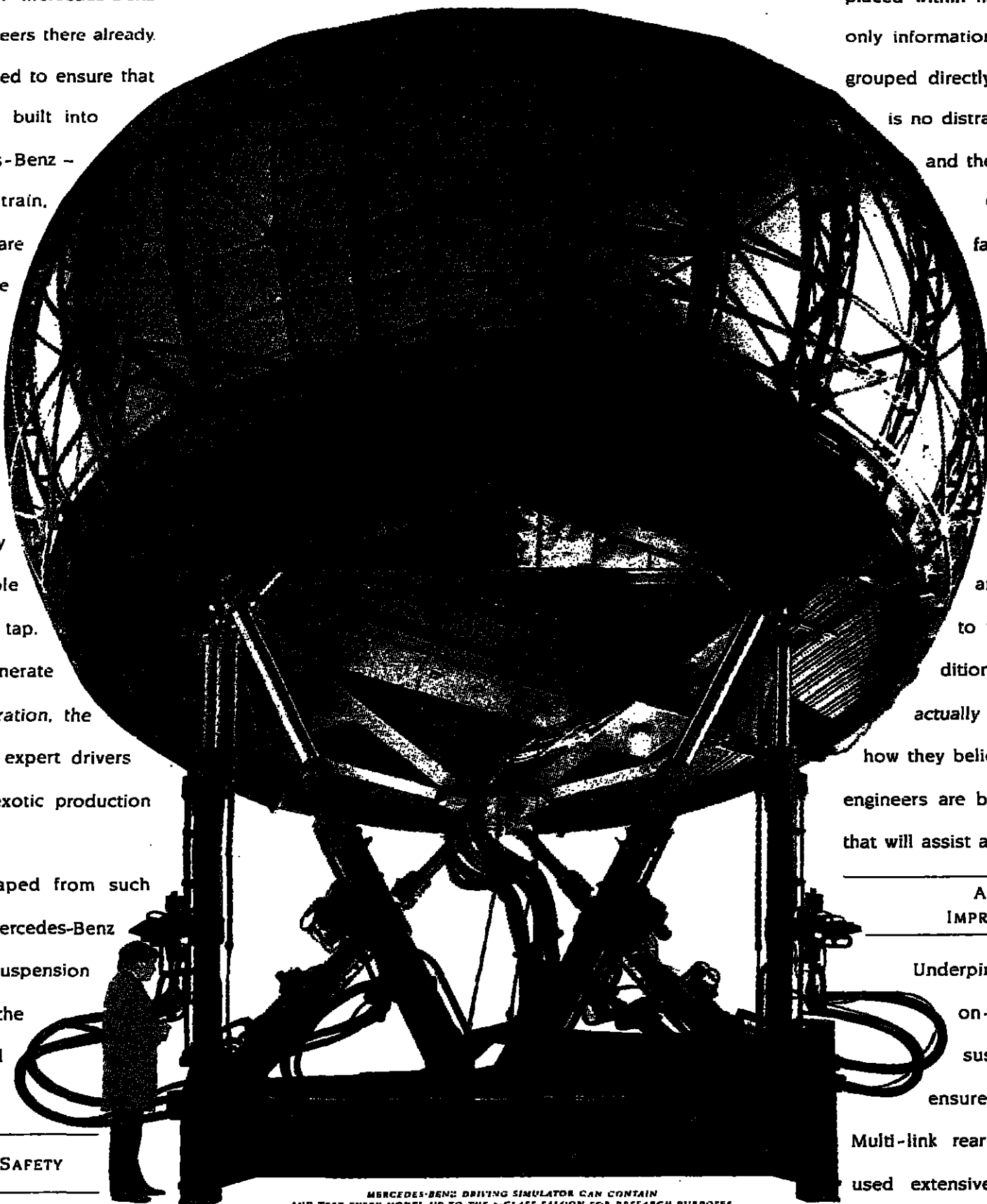
But never suppose there is no room in the heart of a Mercedes-Benz designer (or driving simulator) for life's little comforts.



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IS IT PRIME, MARBLE PROTECTIVE
STRENGTH AND LOWWEIGHT

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ERGONOMICALLY IDEAL CONTROLS AND INSTRUMENTS

Never has a Mercedes-Benz driver been more ably assisted by the crisp logic of the instrument panel and control layout than



SIMULATOR CREATES REALISTIC DRIVING ENVIRONMENT

he is today. Both are models of clarity, perfected in the crucible of the driving simulator; every important control is placed within natural and instantaneous reach, and only information that is crucial to driving safety is grouped directly in the driver's field of view. There is no distracting gimmickry, no digital nonsense, and there are no pseudo-electronics.

Once in the driver's seat, your hands fall onto an ergonomically satisfying steering wheel. And on the move, the power-steering assistance varies subtly to complement your own inputs at all speeds, and to ensure maximum feedback sensitivity – precision without exertion – another vital safety and comfort bonus. Yet another bonus is the simulator's ability to test driver reaction to stressful conditions. By learning how human beings actually react in emergencies, as opposed to how they believe they would react, Mercedes-Benz engineers are better placed to design car controls that will assist accident avoidance.

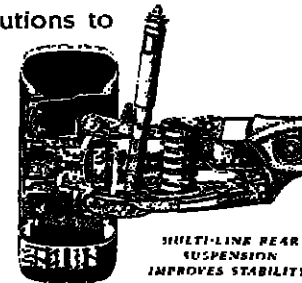
ADVANCED SUSPENSION IMPROVES HANDLING FINESSE

Underpinning the assured and reassuring on-road behaviour of all models, are suspension systems engineered to ensure maximum tyre contact and grip. Multi-link rear suspension, for instance, is now used extensively. This Mercedes-Benz invention disciplines self-steering and toe-in tendencies that the rear wheels of all cars are prone to under extreme conditions.

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In the motor industry, no less than in other fields, the search for the best solutions to universal problems is a painstaking business.

Making the driver's environment as safe and comfortable as



MULTI-LINK REAR
SUSPENSION
IMPROVES STABILITY

it is stimulating, is an ideal that Mercedes-Benz engineers continue to try to perfect as they re-enter, again and again, the unique world of their driving simulator in search of answers that only it is equipped to give.

VEHICLES AND THE ENVIRONMENT 4

John Griffiths describes the Californian city's efforts to promote electric vehicles

Los Angeles takes the initiative

ONE OF THE most ambitious projects in the century-old history of the car to promote the use of electric vehicles is gathering momentum.

If the so-called 'Los Angeles initiative' goes as planned, there will be 10,000 electric cars and vans on the roads of the vast, sprawling and smog-shrouded Californian metropolis by 1995.

User experience should then determine just how realistic the region's environmental legislators are being in setting out clean air standards which by the year 2010 could only be met by barring some totally unexpected breakthrough into new technology - if 70 per cent of all vehicles operating in the region, or more than 6m, were to be electrically-powered.

As a stepping stone along this route, the legislators - in the form of the state's South Coast Air Quality Management District - will effectively require a population of up to 1.7m electric vehicles to be operating in the Los Angeles region by the end of the next ten years.

"The time for electric vehicles has come," says Mr Marvin Braude, a Los Angeles city councillor who first proposed the initiative, in 1988, in the form of a competition between vehicle manufacturers to mass produce a viable electric car.

Mayor Tom Bradley agrees: "Someday in the very near future, electric-powered automobiles and buses will be a common, integral part of our Los Angeles transportation network."

The initiative is jointly sponsored and is being overseen by the city council, its Department of Water and Power, and the private sector utility, Southern California Edison.

The aims are to identify the potential mass of problems associated with such a fundamental transformation of personal transport and to smooth its path.

The Department and Southern California Edison are providing development funds to the chosen companies. In addition, they are devising both state and federal authority fiscal incentives to make the use of such vehicles financially attractive - in the same way that the UK Government, for example, exempts electric vehicles from road tax and in the past has given subsidies of \$4,000 per vehicle to various 'EV' (electric vehicle) programmes.

Among the various detailed proposals is the Fleet Purchase Rule, which would require businesses which have fleets of 15 or more cars or light commercials to buy low emission vehicles.

"We see the initiative as providing an incentive for companies to produce electric vehicles by fostering a demand in Los Angeles."

"By creating this unique public/private consortium - a kind of pooled buying service - we can tap the tremendous buying power that exists among the millions of residents and the business community in southern California," says Mr Braude.

"It will make an exceptional difference to the southland if electric vehicles are developed in five rather than 20 years," he adds.

More than 200 manufacturing, marketing and financial organisations, individuals and agencies were approached in the initial stages of the competition.

Of the 18 responses received, "unfortunately, none was from the major US automotive manufacturers, General Motors, Ford and Chrysler", according to Mr Braude.

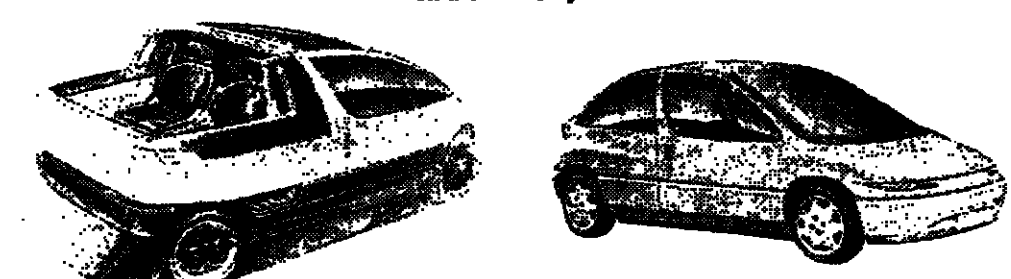
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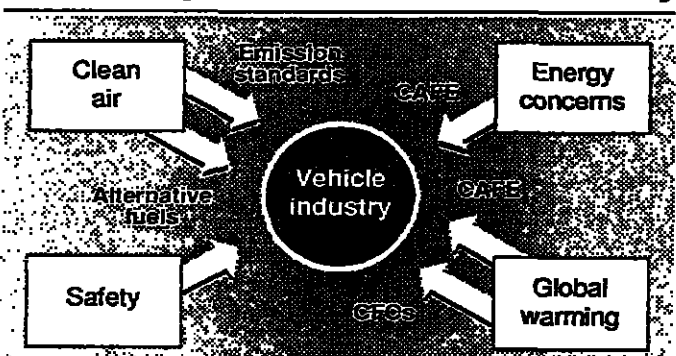
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The smog-shrouded streets of Los Angeles: if the LA initiative succeeds, there could be 10,000 electric vehicles - perhaps similar to those designed by CAT (below) - on the roads by 1995



Cumulative pressures on the vehicle industry



US FLEET CHARACTERISTICS

Characteristic	At 27.5mpg	At 40-45mpg
Passengers	5/6	4
Int. vol (cu ft)	95	80-85
Average weight (lb)	3,375	2,000
Average engine size	2.7l	1.4l
Typical vehicle	Taurus	Fiesta/Escort

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any real saving in terms of air purity if the power that allows battery vehicles to operate cleanly has to be provided by more and larger fossil-fuelled power stations pumping their own huge volumes of carbon dioxide and other polluting gases into the atmosphere.

Los Angeles Mayor Bradley insists that even allowing for this, battery vehicles would be much cleaner.

According to Mr Michael Gage, vice president of the board of commissioners for the city's water and power utility - the largest municipally-owned entity of its type in the United States - battery-powered electric vehicles are actually 97 per cent less polluting than petrol-powered cars, even when electricity generation needed for battery recharging is taken into account.

Mr Gage's department already operates a fleet of General Motors C-vans powered by batteries, under a programme started with GM's former Bedford subsidiary in the UK.

Another utility, Southern California Edison, has a 15-strong fleet of G-vans and is lending them systematically to public and private fleet operators in California to allow them to weigh up the advantages and disadvantages of operating electric vehicles.

Perhaps of most interest to private motorists are the vehicles planned for production by Clean Air Technology: a three-door four-passenger saloon, a light van and a pickup.

Maximum speed is said to be 70mph and a range of up to 65 miles on a single charge of the state-of-the-art lead batteries is claimed.

However, the CAT vehicles, which are being developed further by the International Automotive Design consultancy at Worthing in the UK, will have an auxiliary internal combustion power unit of less than one litre capacity.

This auxiliary internal combustion unit can be brought into use to either drive the electric motors on long journeys, or alternatively to provide additional performance and battery recharging functions.

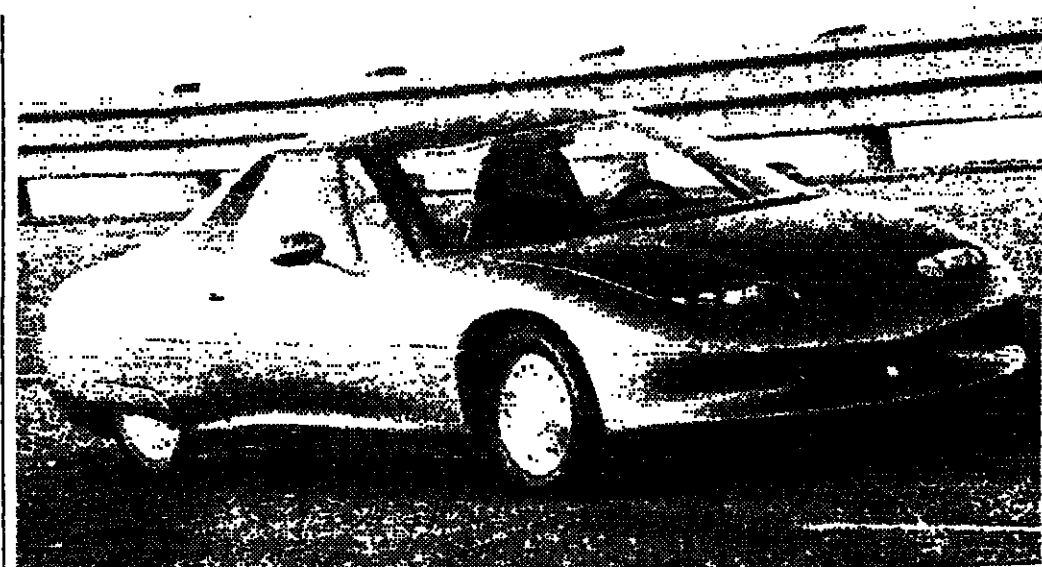
The capital cost of electric vehicles is currently considerably higher than that of conventionally-powered vehicles. Nevertheless, according to one of the US federal institutions studying 'EV' prospects, the Electric Power Research Institute, an electric van of

The capital costs of electric vehicles are much higher than for conventional vehicles

GM's type can have whole-life costs over eight years that are competitive with petrol vehicles, given slightly cheaper electricity and a \$1.15 per gallon petrol price.

In terms of performance, however, the gap between electric and petrol or diesel-powered vehicles is huge, and is likely to remain so in the absence of new, more powerful types of battery.

The G-Van, for example, can carry 700kg for a maximum of only 60 miles, and less than that if its 52mph top speed were to be used all the time.



GM's Impact has sports car-like performance

Electric cars: the answer to green pressures?

Making an Impact

FOR NEARLY a century, the attempts of inventors, entrepreneurs and large vehicle companies to launch commercially viable electric cars have stalled, usually well before they were near to reaching the marketplace.

However, environmental and political pressures might be about to provide the much-needed final push for electric vehicles.

Planned Californian legislation for the early 21st Century, which envisages a *de facto* ban on most internal combustion vehicles in that state's smog-shrouded metropolitan areas, provides an extreme example of such pressures.

But with increasingly widespread acceptance that - unlike the oil crises of the 1970s - environmental problems as they relate to vehicles will not disappear, even the motor industry giants are exploring the potential of the electric car more seriously than ever before.

General Motors chairman Mr Roger Smith insists that the world's biggest vehicle company will, within the next few years, put into true volume production a version of the Impact, a sleek electric car unveiled earlier this year - appropriately in smog-bedeveloped Los Angeles - and which answers some, at least, of the many criticisms that have been levelled at such vehicles.

When demonstrated at Millbrook proving ground in the UK earlier this year, the Impact proved capable of reaching 100mph and accelerating to 60 mph in a little over eight seconds; figures which would not disgrace a conventional sports car.

Propelled by a pack of 32 batteries connected in series to provide 320 volts, it emitted, naturally, no exhaust pollutants, and has a range of up to 120 miles before a recharge is needed, although only at more conservative speeds.

However, Mr Smith declined to say precisely when or where Impact might enter production, its likely cost and other pertinent factors.

His reluctance to do so, "for commercial reasons", has inevitably provoked scepticism about the car's future.

If Impact did not in fact enter production, it would not be the first time that GM - or, indeed, Ford and some other major car makers - have declared an electric car to be

imminent, only for it not to see the light of day.

In 1980, for example, with the motor industry reeling from the second oil crisis, former GM president Mr Elliot "Pete" Estes, said that a battery-powered hatchback would be in production at an annual rate of 100,000 units by 1984.

That it did not happen was due to a combination of familiar problems of costs, poor range and performance, longevity and other factors not living up to expectations. In addition, concern about oil prices soon diminished.

There have been a host of other disappointments in the recent history of the electric vehicle.

Also in 1980, US conglomerate Gulf & Western claimed to have found the solution to elec-

replacement pack at least \$1,000; a high price to pay for not obviously polluting the atmosphere (although the recharging electricity may have come from a plant emitting coal- or oil-fired power station).

The situation could be markedly changed, however, by the emergence of a "superbattery", for which there are rising hopes.

UK batteries group Chloride is starting pilot production in Manchester of batteries which use sodium and sulphur as their couple, and which have proved their ability to store size for size, up to four times as much energy as lead acid units.

Chloride has been developing the sodium sulphur battery for more than a decade, but progress was given a boost in March with the signing of a joint venture agreement with RWE (formerly Rheinisch-Westfälisches Elektrizitätswerk), the largest electric utility in West Germany, to undertake the initial commercialisation, manufacturing and marketing of the batteries.

The intention is to stimulate development of the market for such batteries with a view to later expansion into full-scale production.

As usual, there are complications - in the case of sodium sulphur, for example, there is the requirement to operate at temperatures of more than 300 degrees Centigrade.

Nevertheless, BMW has a prototype electric 3 series car using sodium sulphur batteries, with a top speed of 60mph and a range of up to 100 miles. However, the battery pack weighs 500 pounds and has to be kept inside what is effectively a huge insulated blanket.

Chloride's optimism that the electric vehicle may be turning the final corner has been given a strong boost by developments in California and, in particular, the Los Angeles initiative (see opposite story).

Although, as discussed elsewhere in this Survey, that initiative has yet to involve the major vehicle manufacturers, if hopes are realised of having a large test fleet of electric cars operational within a few years, it could get the whole ball rolling," says Mr Bill Johnson, Chloride's batteries marketing manager.

US industry is beginning to get a grip on the technologies required, says Barbara Durr

Ford favours alternative fuels in the battle for clean air

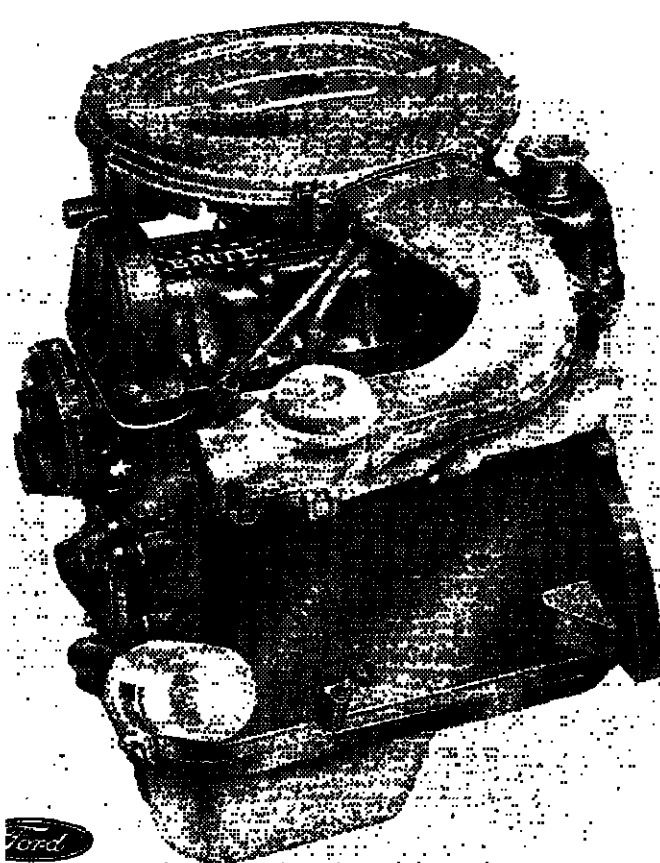
THE BATTLE to clean up America's automobiles is moving into a new, tougher phase. The 1990 Clean Air Act, still to be finalised in Congress, is expected to set stricter standards for what comes out of vehicle exhausts and substantially boost moves toward alternative fuels.

The Ford Motor Company, like its two major US rivals General Motors and Chrysler, is trying to meet the challenge, albeit with some complaints about the pace of change required by the new legislation.

The industry's unenthusiastic lukewarm attitude toward pollution controls is not new. But the companies have soldiered on and in the last two decades, companies have succeeded in creating several generations of emissions control equipment, each more effective than the last.

After some fumbles in the 1970s, the industry has managed to get greater technical hold on the problem without sacrificing vehicle performance, according to Mr Kelly Brown, Executive Engineer for Fuel Economy and Emission Control Planning at Ford.

The latest equipment reduces car emissions of hydrocarbons and carbon monoxide by 96 per cent compared with cars built in the early 1970s.



New fuels may need new engines

bying Congress for less emphasis on tighter emission controls.

It argues that the air quality increases from such controls, which will be expensive to

develop, would be minimal.

"We can bring the numbers down some more, even cutting them in half, but that's just a 2 per cent gain. The benefits you get are much smaller and they

Sources and benefits of alternative fuels

Fuel	Source(s)	Benefits
Methanol	Natural Gas, coal and biomass	Reduces ozone
Ethanol	Biomass	Reduces ozone
CNG	Natural gas wells, anaerobic digestion and coal	Reduces ozone
Propane	Natural gas wells, crude oil wells and as a by-product of refinery operations	Reduces ozone
Hydrogen	Sea water	No carbon dioxide

are much harder to do," said Brown.

Ford contends that developing alternative fuels and vehicles that can use them would be a better investment.

The company has been working for more than a decade on methanol powered cars and what it calls a flexible fuel vehicle (FFV), which can run on petrol, ethanol methanol or any combination of those.

The new Clean Air bill, which must reconcile House and Senate versions, will definitely include a programme to promote development of alternative fuels.

From Ford's perspective, the House version is more clearly drawn, requiring a pilot programme for 300,000 alternative fuel cars to be in place in California - the state with the most severe pressing pollution problems - by 1994, and that by 1995, some 30 per cent of commercial vehicle fleets be converted to a mix of alternative fuels.

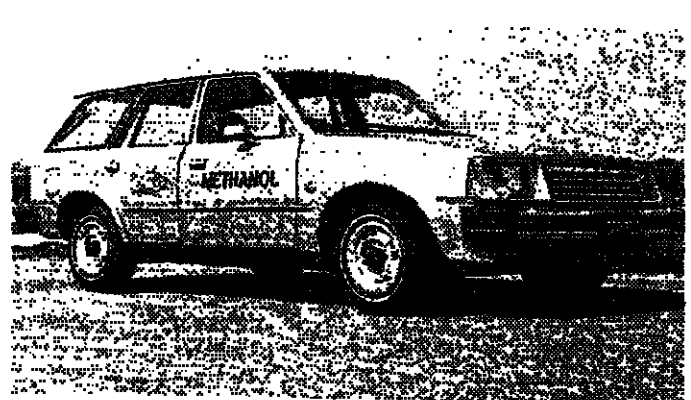
The Senate version calls initially for a program in nine cities, but allows discretionary decisions for all state governors to impose a program in each state. This could prove chaotic, according to Ford.

Meanwhile, the company this year launched a research programme with the Sun Refining and Marketing Company on alternative fuels in Dearborn, Michigan, where Ford's headquarters are located.

The Clean Air Bill will include a programme to promote use of alternative fuels

The two companies hope that the programme will show methanol's possibilities.

According to Ford, even if a combination fuel of just 10 per cent methanol is used, the US



Ford methanol-powered car

could save 270m barrels of crude oil annually.

However, while methanol would reduce ozone formation, it has half the energy content of petrol and thus would require a larger fuel tank. It also is more corrosive than petrol, requiring tanks to be built from corrosion-resistant materials.

Ford is also participating, along with General Motors, Chrysler and 14 oil companies, in a joint \$15m research effort on a range of alternative fuels.

According to Ms Helen Petruskas, Ford's vice president for Environmental and Safety Engineering, this project represents "the first time research has been done with catalyst-equipped vehicles to determine how what goes into the fuel tank affects what comes out of the tailpipe."

The company is also working on pollution-free electric vans,

aiming more for a select market of commercial vehicles with regular delivery routes.

The company said it believes this technology holds great promise, though definitely in the "far longer term."

Currently, the electric vehicle can only go 100 miles without recharging and it takes eight hours to recharge.

Ford vice president for

A 10 per cent methanol fuel could save 270m barrels of crude oil each year

research, Mr John McTague, said of FFVs or electric vans: "It's going to take more than mere wanting to put on the road, in significant numbers, either of the two vehicles."

Only a combination of government and industry initiatives will make such vehicles a viable option in the future.

With the mood in Washington swinging toward greenness, industry is likely to see greater government initiatives.

Even some leading environmentalists, such as Mr Richard Ayres of the Washington-based Natural Resources Defense Council, say that the last 30 years of fighting for cleaner cars "is a remarkable example of how government policy has been pushing technology."

What remains uncertain for Ford and other manufacturers is how receptive the car buying public will be to FFVs or any other vehicles.

Ford fears that it will be cornered into producing FFVs and then face the prospect of finding "buyers for something they probably don't want," said Brown.

In the House version of the Clean Air Act, car companies will face fines for not selling enough alternative fuel vehicles.

Mr Ayres, who chairs a coalition of 30 environmental groups that lobbied for the clean air legislation, seems unworried about the potential commercial risks.

He points out that while the industry has traditionally adopted an attitude of "we can make a cleaner car but you won't like it," it has nonetheless found ways to make better, more fuel-efficient cars. And now, he suggests, if they don't, the Japanese will.

VEHICLES AND THE ENVIRONMENT 5

CARS ACCOUNT for 80 per cent of individual transport needs in industrialised countries, and commercial vehicles handle more than 50 per cent of their freight.

According to Prof Ulrich Seifert, Director of Research and Development at Volkswagen, both figures will continue to rise because "there is no convincing alternative".

However, traffic congestion is increasingly sapping the efficiency and raising the cost of freight transport by road, as well as frustrating car users and, not least, generating substantial extra pollution. The situation will worsen, says Prof Seifert, unless new ways are found of integrating cars more successfully into the total pattern of transport.

On the exhaust emissions front, one particular concern of VW relates to very slow 'stop-go' traffic in urban areas. To combat this, VW is showing renewed interest, via its 'Eco-Golf' prototype, in cars whose engines can be stopped, however briefly, in crawling traffic. The automatic flywheel energy system has a second clutch which disengages the flywheel, allowing the engine to stop anytime it is not needed to propel the vehicle. When the car needs to move again, the engine is restarted by the still-

spinning flywheel's energy. In the Eco-Golf, the system is combined with VW's 'Umwelt' diesel engine, the only one in production also to be fitted with a catalytic converter, and which VW claims is the world's 'cleanest' commercially available car engine. Apart from reduced exhaust emissions, a direct benefit to the owner is reduced fuel consumption.

VW is also actively engaged in developing battery-powered vehicles, such as its 'City Strömer' version of the VW Jetta saloon. The vehicle uses advanced sodium-sulphur batteries, which store between three and four times as much energy as similar-sized lead acid batteries. But Prof Seifert acknowledges that production costs have to be lowered significantly and battery life extended before vehicles powered in this way can be viable.

As with other 'alternative' power systems, "the emotional desire for a solution to fuel consumption and environmental problems is frequently greater than the current state of the art can justify in technical terms", he concludes.

VW's own possible transitional solution, a 'hybrid' car combining batteries and an auxiliary engine to overcome the range and performance problems of a wholly battery-



VW's diesel-electric Golf: 113 mpg claimed, but Prof Seifert says production costs will have to fall

John Griffiths profiles research at Volkswagen

Cars for stop-go traffic

powered car, could be put into production within a few years if demand was felt to warrant.

The prototype 'Duo' Golf which the company has demonstrated widely this year, and the forerunner of at least 20 more to be built for assessment purposes, has two engines, one electric the other a diesel.

The diesel's flywheel is replaced by a thin electric motor which sits between engine and gearbox and, effectively, functions as the diesel's

flywheel. The electric motor has a clutch at each end capable of disengaging the diesel engine and the gearbox separately. The electric motor also functions as a starter motor for the diesel and as an alternator, as well as propelling the car when battery power only is used.

The batteries on their own give the car a range of up to 30 miles. The diesel cuts in auto-

matically at speeds over 37mph or when brisk acceleration is needed. The switchover is made automatically, using sensors and microswitches, and the engines never operate together.

The Duo Golf has already covered more than 40,000 miles on demonstration work. VW thus has been able to demonstrate that its claims for the car actually work.

Those claims are considerable: fuel consumption of 113



Environmental pollution also embraces noise and VW is working on ways to minimise that transmitted both to the interior and exterior.

Encapsulation of the engine is one route being explored, in particular how to deal with the resultant higher under-bonnet temperatures. Like Group Lotus of the UK, VW is also working on 'anti-noise'.

Its Futura concept car - the more exotic attributes of which include an ability to park itself in a meter bay, helped by fore and aft sensors - is fitted with microphones in the seat headrests. These analyse the noise being received by the occupants and cause a noise of opposing wavelength to be transmitted. The idea is that one cancels out the other.

However, apart from its self-parking ability and its futuristic, slope-fronted 'one box' shape, the Futura is really distinguished by its engine.

The 1.7 litre, 80 bhp unit is regarded by VW as proof that petrol units have a viable future until well into the next century.

With conventional petrol injection engines, the accelerator is used to regulate the volume of air entering the engine. Injectors squirt the correct amount of petrol into the air-stream before it enters the com-

bustion chamber with the aim of providing the correct air/fuel ratio.

The Futura's engine injects petrol directly into the combustion chamber, to combine with air forced into the chamber by a supercharger. Most importantly, the injection is made at exactly the time that ignition is due. Combustion efficiency is much greater, allowing the engine to use a very high compression ratio (16:1).

The efficiency of the combustion process allows the engine to run on very lean petrol/air mixtures, and require only a simple oxidation catalytic converter to meet all emissions legislation due on the statute books in both Europe and North America.

And, says VW, it uses about 30 per cent less petrol than even the most efficient engines currently in use.

However, Prof Seifert points out that some of the most significant advances in terms of cutting pollution and congestion can be made outside the car - for example, in the form of computerised traffic information systems in which a network of roadside beacons exchange information on routes, destinations, congestion spots and so on with drivers via infra-red transmitters and receivers.

Exhaust emissions are not the only issue, says Daniel Ward

Manufacturers turn to pollution-free production

TRADITIONALLY strong, bright colours for cars have been produced by adding lead. Now Volkswagen and Rover claim that brilliant yellow and red are back on the showroom colour card because they can now be produced free of lead.

It is a sign of the times. Pollution from the motor car is no longer an issue just about toxic exhaust fumes and how to reduce them.

Increasingly, manufacturers must produce cars with the minimum of material, energy waste or pollution. Making the car industry 'green' has only just begun and certainly will not stop in 1992, by which time all cars should be fitted with catalytic converters and run on unleaded petrol.

The elimination of chlorofluorocarbons (CFCs), which are widely used in car air conditioning systems, for example, is high on the motor industry's agenda.

Several companies have developed machines designed to prevent leakage of CFCs to the atmosphere when the refrigerant is removed, either during servicing or when the vehicle is scrapped. Volvo predicts it will be 1993-94 before there is a CFC-free refrigerant - chlorine-free R134A - for car air conditioning systems. Mercedes may be the first to use R134A in 1991.

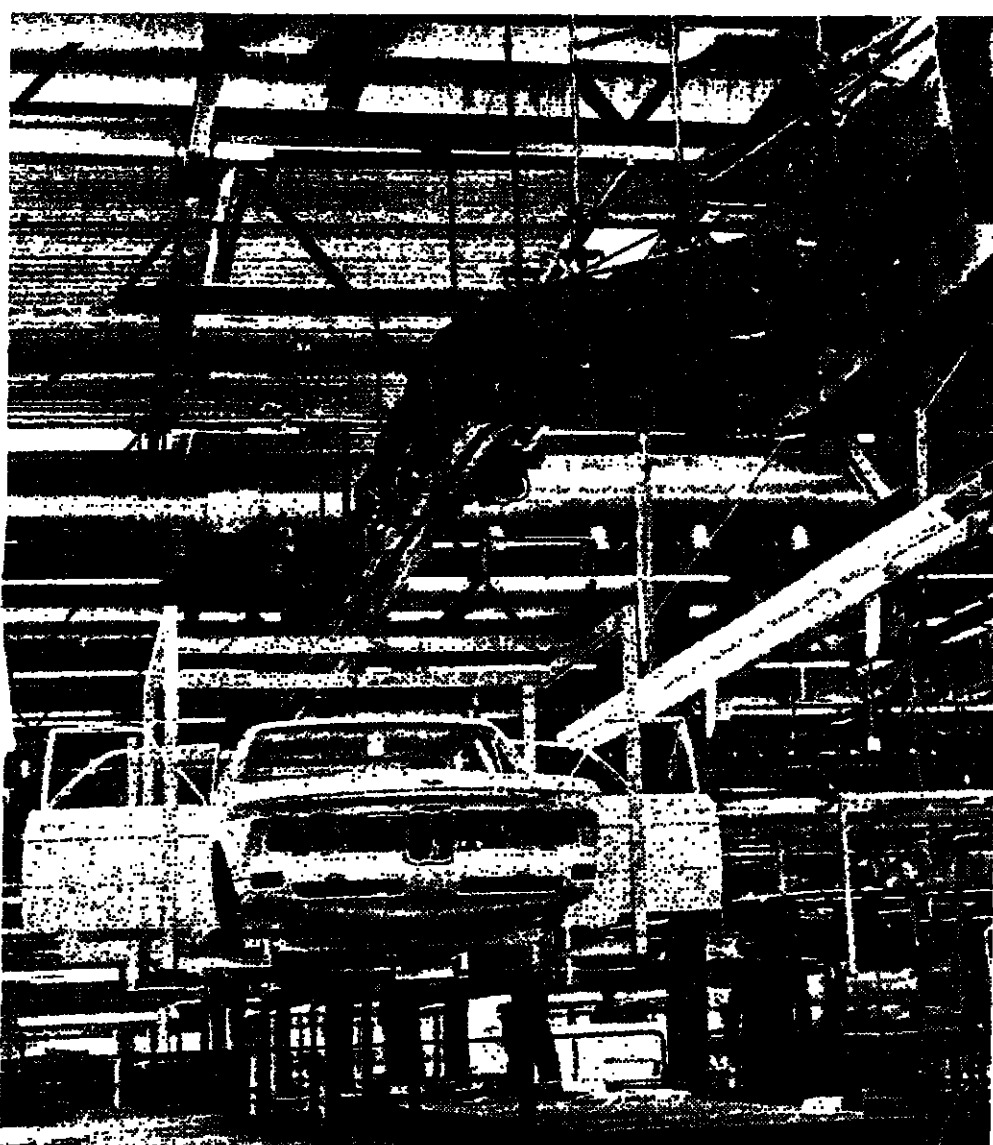
Car interiors use a considerable weight of plastic and foam. CFCs are used as a foaming and mould release agent in the manufacturing processes and are emitted during the vehicle's life.

Different plastics are under development, however, and the Rover 200/400 already uses all CFC-free plastics, with the exception of the steering wheel.

Changing materials takes time, however, because it is easier to introduce new plastics and foam than when a model is changed. This means that Volvo, for example, will not eliminate CFCs from car interiors until 1993.

The paint used for car bodies contains a considerable amount of pungent solvent which aids the drying process. To date, the industry has convinced itself that it was sufficient to clean the extracted air from the vast paint shops and re-cycling it.

The next step is to switch to water-based paints. Most manufacturers are evaluating this



BMW plant: the greening of the industry will not stop in 1992

new generation of paints. Owners of metallic silver, blue or grey Volvos will already have cars finished in water-based paints, and other colours will follow.

For several years, VW has used water-based paint for the first of four coats of paint applied to the bare metal body and the second and third coats will soon switch from solvent-based paints.

The top clear coat, used mainly with metallic colours, will make the change in 1992. Robots do most of the spraying of sticky protective underseal on to the bottom of cars, so there is no immediate health hazard.

However, like the paint, the underseal is solvent-based, leading to a discharge of hydrocarbons from the factory.

Earlier this year, Volvo introduced a solvent-free underseal, cutting hydrocarbon emissions from its Swedish and Canadian plants by 550 tonnes annually.

Reducing material waste provides manufacturers with

plenty of scope because of the huge throughput of material at car plants such as Wolfsburg, which builds 3500 VW Golfs every day.

Robots will completely replace people in the paint shops, leading to less over-spray. This in turn will reduce paint wastage and lessen the demands on the filtration systems.

Most vehicle manufacturers are currently evaluating a new generation of water-based, lead-free paints.

For 40 years, Mercedes has been using waste paper from the factory to make papier-mache gloveboxes. Similarly, waste plastic parts from the production line are re-cycled and blended with new material to produce plas-

tic parts which fit in a Mercedes boot.

Some 11,000 tons of polypropylene is used every year to make plastic fuel tanks for the VW Golf. By immediately re-cycling the excess 400 tons of expensive plastic can be re-used instead of being disposed of.

As the industry gears up to re-cycle as much of the plastics in a car as possible, it has begun to give every plastic component a coded mark so that when the vehicle reaches the end of its life, the parts can be re-cycled.

Although car factories are massive users of water, few can match VW's impressive conservation record of recycling 98.4 per cent of the water it uses; it even collects the rain water from the vast factory roofs. The water is re-used seven times before being returned to nature purer than the waters of the nearby River Aller.

Perhaps only VW has the luxury of ensuring that it consumes 'clean' electrical power. At Wolfsburg it has its own power station and has installed electrostatic filters, desulphurisation and denitrification plants to clean the emissions. It even distributes the waste heat to the local community.

Car makers have still a long way to go in the complex process of 'greening' car manufacturing. But in the long term, it is designing cars on the basis of whole lifetime energy consumption and pollution that will have a dramatic impact on plants. Plastics could largely disappear to be replaced by new materials. Aluminium may replace steel.

According to Mercedes, it would be socially aware to build a vehicle disassembly plant alongside every factory so old vehicles could be re-cycled close to where the parts would be re-used.

Jack Semple on new standards for trucks

Tough challenges ahead

MUCH OF THE research and development budgets of European truck engine builders is now spent on meeting stringent new minimum targets on exhaust emissions.

Engine designers have offered substantial improvements in fuel consumption over the past decade. For the next few years, however, it will be all that they can do to maintain fuel efficiency at the present level. Any increases will come from electronic fuel management, but they will be slight; some engines are likely to become less efficient.

The point was stressed recently by Jacques Padoan, head of engine research at Renault Vehicules Industriels. Some truck engines currently sold in Europe will be taken off the market over the next few years, as a direct result of stringent new regulations aimed at reducing atmospheric pollution from trucks, he says.

Others will have to be substantially modified. Indeed, turbocharging alone will not be enough; after-cooling will also be needed.

The more advanced technology will make diesel engines more expensive to buy and maintain, and there is concern

about the ability of workshops to adapt, particularly at the lighter end of the market.

In the UK, diesel engines are estimated to be responsible for 11 per cent of all nitrogen oxide (NOx) in the atmosphere, compared with 31 per cent from petrol engines. NOx is a major contributor to acid rain and a major environmental issue. Diesels are more friendly in emissions of carbon monoxide, which contributes to the greenhouse effect, with just five per cent of the total against 81 per cent attributed to petrol engines.

For nearly 20 years, there have been regulations concerned with the smoke from engines, but detailed gaseous emission limits will soon be laid down for truck diesel engines for the first time. They will cover new vehicles registered from April 1991.

More stringent limits are in the pipeline, with a target date of 1992. Diesels are major offenders when it comes to particulate pollution - in larger cities, they are responsible for a major proportion of black smoke in the atmosphere. Under the planned new laws, particulates will be measured and controlled for the first

time. It is at this point that intercooling will be needed on most engines.

Most engine-builders are following a common technological path to meet their new targets. Intercooling will be matched with a fuel system with injection pressures almost double present levels, at around 2000 bar, higher compression ratios and reduced swirl in the combustion chamber.

Even tougher regulations are anticipated for the mid-1990s. Electronic control of fuel injection will become essential, along with catalytic converters or particulate traps. The requirements would mean diesel fuel with a substantially lower sulphur content - 0.05 per cent instead of 3 per cent - which is likely to cost the operator more. The fuel, which is costlier to produce, is already available in the US.

The world's leading engine manufacturers are working to meet similar US targets which have already been set, on earlier deadlines. Despite intense competition in the industry, the cost of research and development has led to moves towards co-operation on basic research.

Iveco, the pan-European truck subsidiary of Fiat, is seeking collaboration with Japanese manufacturers, despite managing director Giorgio Garuzzo's complaint that "we are giving Japan the money to buy the world" and his strong lobbying to restrict the activities of Japanese truck companies in Europe.

Truck makers are reluctant to say how much the technological changes will add to the cost of trucks in the future. "It is impossible to say", according to RVI's Padoan. "When we use electronics and microchips, it will be possible to bring in other facilities which current technology does not provide."

In other words, the extra facilities will cover not only the new regulations, but provide other facilities for the users of commercial vehicles. "Cynical operators will invest heavily in engines which do not meet the environmental regulations, but which are likely to be less expensive, equally fuel efficient, and probably less complicated to maintain. In the long-term, the environmental regulations will mean friendlier, but more expensive, road transport."

Aiming from a position of strength

Haden Drysys International is the corporate face of a group of highly specialised organisations that together provide automated manufacturing systems and facilities worldwide.

Haden Drysys has led the world for over 60 years in the design and construction of paint finishing systems for industry. Major projects for clients such as Austin Rover, British Aerospace, Nissan, Land Rover and Jaguar Cars, positions Haden Drysys at the forefront of technology for the 90s and beyond.

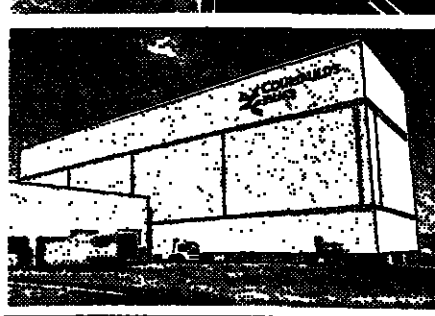
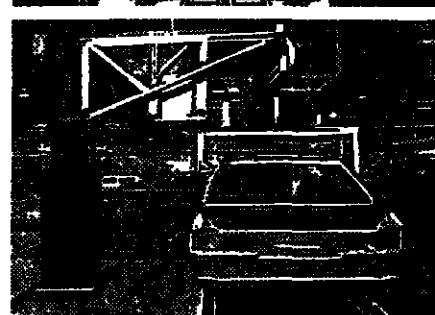
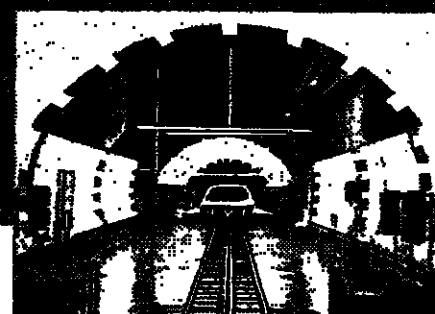
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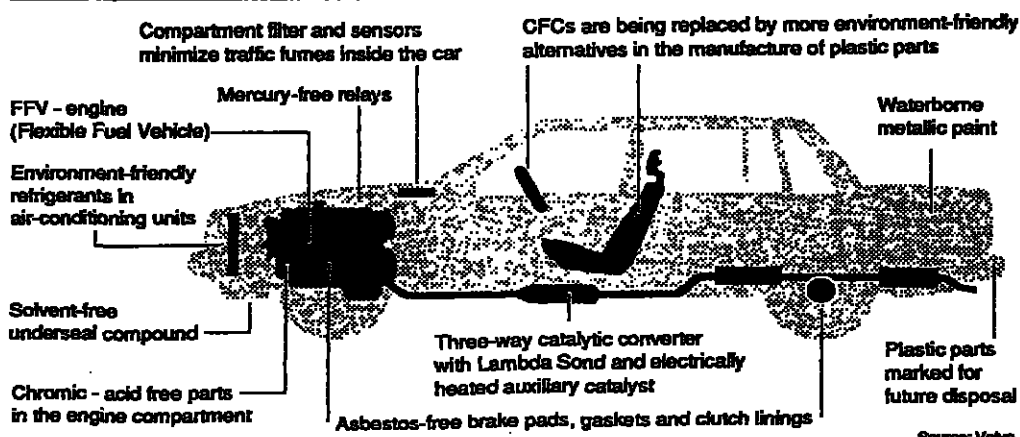
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Volvo environmental concept car



VEHICLES AND THE ENVIRONMENT 6

Richard Tomkins analyses 'road pricing' as a solution to traffic problems

Controlling congestion in the city

TRAFFIC congestion in cities is not a new phenomenon. Londoners today may bemoan average peak-hour traffic speeds of 11 mph, but this is a considerable improvement on the low of 8 mph reached in the early 1960s.

What has changed, however, is the scope for dealing with the problem. In the 1960s, the demand for road space was met by increasing the supply - in other words, building more roads. Today, the demand is growing as never before, but the options for increasing the supply are all but exhausted.

Inevitably, therefore, attention will have to switch from the supply side of the equation to the demand side. Access to cities by road will have to be controlled if the effects of congestion on quality of life and the urban economy are to be prevented from becoming unendurable.

Some controls already exist. In London, limited parking and high parking charges discourage commuting by car. Congestion is also a primitive pricing mechanism, since it obliges drivers to sacrifice the value they put on the time it takes to reach their destination.

But pressure is growing for a more efficient way of allocating road space to essential users - particularly businesses, which are facing additional costs running into millions of pounds a year through

the need to keep bigger vehicle fleets, more drivers and higher stock levels than they would if traffic flowed more freely.

Theoretically, the best solution appears to be some form of charging people the marginal cost of their road journeys into congested areas. At present, this is limited to the relatively low cost of the fuel consumed, because most of the costs of running a car consist of fixed overheads such as the purchase price and insurance.

A large and growing lobby argues that this fuel cost should be supplemented by a system of road pricing - that is, charging people for the use of road space. This, it is said, would reduce congestion by encouraging more discriminating use of the roads - either by cutting out unnecessary journeys or encouraging more people onto public transport.

The simplest form of road pricing is to introduce an annual fee for a supplementary licence which gives drivers the right to enter congested areas at busy times.

This system, however, has a number of drawbacks. For example, it is inequitable in failing to take account of different levels of use of the congested area. It also presents difficulties for occasional visitors and creates the risk of parking problems around the perimeter.

A more sophisticated method

of road pricing is to employ some form of electronic system. Vehicles, for example, can be fitted with meters which clock up charges every time a roadside device is passed; or, conversely, a central charging computer can log vehicle movements through roadside devices which "read" electronic number plates.

Electronic systems overcome many of the objections to road pricing because the roadside devices can be spread around in such a way that charges rise

gradually as the mileage increases. Time of day and type of vehicle can also be taken into account.

The argument against electronic systems is that the cost of installing the necessary equipment in cars and at the roadside would be formidable. It would also be prone to present the same problems for occasional visitors as the licensing system.

Perhaps the biggest obstacle to the introduction of road pricing is the question of enforcement. As Mr Cecil Parkinson, Britain's Transport Secretary,

told a recent conference, even a simple road pricing scheme in London would generate hundreds of thousands of transactions in the morning peak alone. If only 1 per cent of drivers attempted to avoid payment - and experience with parking fines suggests the proportion would be greater - there would be millions of offences each year to be checked, investigated and prosecuted.

For all these reasons, few cities in the world have dared introduce road pricing. Lagos and Athens have experimented with a crude system of restraint by excluding cars with odd or even registration numbers on alternate days, but only Hong Kong and Singapore have tried anything resembling a full-blooded system.

The Hong Kong version, a relatively sophisticated system, was introduced in the form of a pilot project involving 2,600 cars in 1985. Inductive loops in the road read electronic number plates fitted to the vehicles, and a central computer billed drivers monthly.

The technology worked and peak-hour car traffic fell by up to 24 per cent. But the project was dropped amid political objections, with motorists complaining that the method of recording journeys enabled police and jealous spouses to trace their movements.

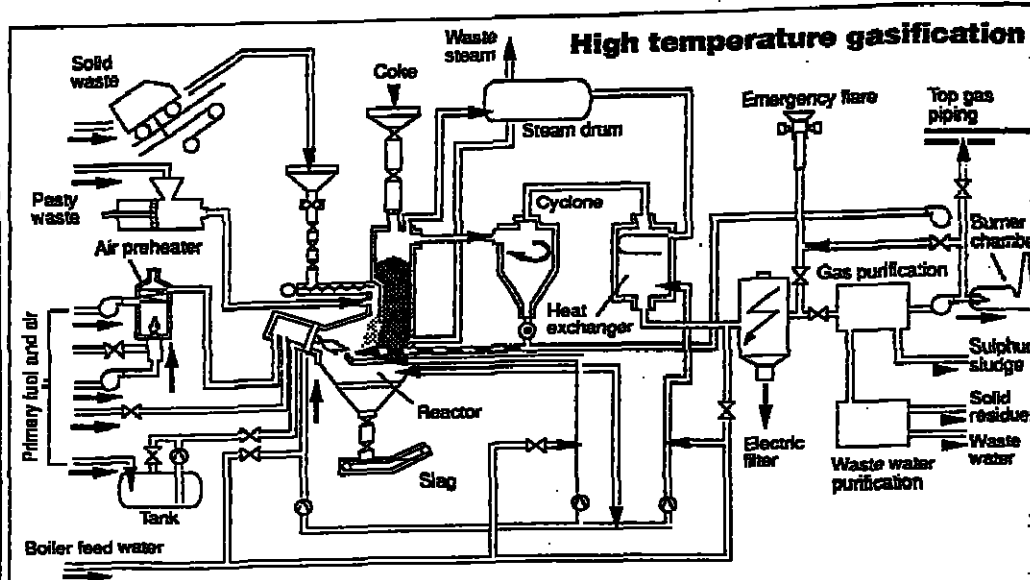
The result has been to leave

Singapore as the world's only city with a comprehensive road pricing system. Here, a relatively simple method has been in operation since 1974, whereby cars carrying less than four occupants need a supplementary licence to enter the central area between 7.30 am and 10.15 am. Cars are visually checked by traffic police as they drive past 29 entry points to the city.

Singapore, however, is tiny compared with other world capitals. London, for example, has far too many entry points for physical checking of licences to be feasible. Enforcement at entry points also fails to take account of the large numbers of vehicle owners living within the perimeter of the restricted area.

However, despite these obstacles, the lack of alternative solutions to the problem of urban congestion suggests that interest in road pricing will continue to grow.

The Hong Kong project suggests that the technology exists to make work if political objections can be overcome, and with the theoretical arguments now widely accepted, the next few years can be expected to bring an upsurge in experimentation - most likely in Scandinavia and the Netherlands, where the subject is high on the transport agenda.



John Griffiths on the disassembly line

The recyclable car

MAJOR CAR plants of the early 21st century are likely to be an arresting sight. Out from one set of doors will stream the gleaming new products of the assembly lines; in through another will stream clapped-out wrecks, destined for the disassembly lines.

Perhaps as little as days later, recycled parts and materials from the wrecks will have been re-incorporated - in perhaps unrecognisable forms - into the new cars.

That is except, of course, for those plastic parts which have

not been converted into gas feeding the power station which enables the assembly lines to operate, or which have been put to better use.

Major companies like Mercedes-Benz and BMW of West Germany see no reason why virtually 100 per cent of the materials which make up a car cannot be recycled as a significant contribution to reducing the demands made on natural resources.

In recent weeks, BMW, together with several partners in the chemicals and materials processing industries, has brought a pilot recycling plant on stream at Landshut, north of Munich.

The facility is being used to disassemble 1,500 cars over the next 12 months and explore how they might best be turned into reusable materials or energy, particularly in the face of such problems as the "pollution" of parts (particularly plastics) by engine oil, brake fluid or other contaminants.

Not the least of the objectives, however, is to learn how to design future cars specifically so that they can be easily recycled.

BMW sees the Landshut plant as the precursor to a permanent facility capable of processing 250,000 cars a year, and hopes and believes that the entire motor industry will follow suit. It is likely that such a plant will be in operation for BMW by 1993. The site is expected to be at Wackersdorf, also near Munich, although no final decision has been made.

While a call by Mr Eberhard von Kuenheim, BMW's chairman, for co-operation on recycling among the world's vehicle makers has yet to bear fruit, most of the larger vehicle companies are already forging ahead with projects of their own.

Volkswagen, for example, opened a £2m recycling technology research facility in northern Germany last year.

However, achieving the 99 per cent recyclable car will be a long process, admits Dr Bernd Pischetsrieder, director of BMW's manufacturing engineering.

Development of the first car to be specifically designed for recycling would not start for around five years, with the full benefit not being derived until roughly the year 2020, as the first of such cars reached the end of their useful lives.

Mercedes, which has long made various interior trim parts, such as the glovebox interior, from waste newspaper and textiles has also started a pilot scheme to salvage accident-damaged bumpers and repair them in the factory, rather than dumping them.

Plans beyond repair are ground down to form other components, particularly post-Chernobyl.

Meanwhile, manufacturers are taking other actions to lessen the car's environmental demands, including vehicle recycling.

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"We have an action plan which covers everything from production methods and materials to the use, service and

final disposal of our products," says Mr Holtback.

Volvo, whose marketing approach has been built on safety, says that environmental issues are now receiving the same level of priority as safety.

The company stresses, however, that vehicles are only a part of the problem and that a more co-ordinated approach is needed covering power stations and other problems.

In Sweden, for example, it is calculated that only 10 per cent of acid rain is caused by vehicle emissions. A far bigger contributor is agriculture's use of fertilisers and the nitrogen compounds they leave in the

atmosphere. Even the carbon dioxide emitted from cars is a relatively small proportion of the total.

Volvo claims, for example, that the entire vehicular traffic of the US accounts for about 3 per cent of the earth's total carbon dioxide emissions.

The company also says that in Brazil, the results of rain forest clearance and the loss of ability to convert carbon dioxide back into oxygen, are responsible for six times the amount of carbon dioxide emissions into the atmosphere caused by the South American country's burning of fossil fuels.

Other end-products include marketable sulphur and virtually carbon-free granules for use as a bulking agent.

Mr Michael Clark, Dow Europe's research and development director for plastics, is quick to stress that the process can provide some, but by no means all, of the disposal solutions to heavily plastics-based cars. It is, for example, particularly suited to thermoset plastics such as SMC (sheet moulded compound), which is already being used by General Motors and Renault for the body panels on their respective, van-like Lumina and Espace "people carriers".

Such materials can only be chopped up or burnt after their vehicle life has expired.

However, thermoplastics, made by a different process and applied to vehicles in areas mainly complementary to thermosets, can be melted down again and still retain many of their original properties.

After all the processes, including granulation, are taken into account, only 1 per cent of the original shredded waste finished up being dumped. In longer term, there is a possibility that biodegradable plastics, made by "superbacteria", will supplant oil-based plastics in some vehicle uses.

Unlike oil-based plastics, the bio-plastics should slowly decompose into water and carbon dioxide.

The UK chemicals group, ICI, has just launched one such plastic, Biopol, which is being used in shampoo bottles.

Peter Nunn examines Nissan's approach

A strategy for the future

PREVENTING global warming, protecting the ozone layer and reducing acid rain are the latest catchphrases within the world's auto industry.

Japan's number two car maker, Nissan, is addressing the problems head-on, with a commitment to rethink vehicle development policy with a clear eye on the environmental dangers ahead.

Mr Mitsutaka Konno, General Manager of the company's Environmental and Safety Engineering Department, says something must be done before it gets too late.

On a top priority issue like global warming, Konno says the underlying causes may still

box - a 1989 world first for Nissan, on the domestic Cedric saloon - is yet another possibility.

More far reaching is Nissan's plan to reduce weight with generally smaller, lighter bodies, using new materials. The difficulty is the need to retain sufficient rigidity for full crash integrity while keeping costs down.

To underline the problems involved, according to Konno, every 1 per cent in vehicle weight reduction achieved brings a corresponding 1 per cent improvement in fuel economy; not much, considering the effort involved.

Nonetheless, of all environmental aspects, Konno foresees some "rapid progress" in overall weight reduction.

Over the coming decade, there will be improvements in the performance of electric vehicles, of conventional three-way catalysts and research into alternative fuels such as methanol to reduce CO emissions.

Although Nissan is working on all these, Konno predicts that the petrol or diesel-powered internal combustion engine will remain the car's main power source in the near future, eventually combining with electricity to produce a hybrid vehicle capable of both low emissions and high economy.

His idea is to use clean, quiet, non-polluting electric power in towns and the petrol engine for longer journeys.

There are problems, however. Existing batteries are bulky, heavy and have a short range, while the safety aspect - the danger of acid spillage in the event of an accident - has yet to be resolved.

"There's also the question of how to create the electricity. Burning fossil fuel emits CO, whereas nuclear-derived electricity solves the problem totally although (it) is still under discussion as regards safety."

Uncertainties over future regulations, specifically with regards to varying emission standards in different countries worldwide and the USA's controversial proposed CAFE standards for the year 2000 mean that today's development engineer has no clear picture of what lies ahead.

Nonetheless, keeping tabs on the emissions/safety regulations in different world mar-

kets and relaying this data to Nissan's design staff is just one of the functions of Konno's environmental department, which was set up last January and employs 80 specialists.

Landable though it may be, Nissan's work into increased environmental protection obviously comes at a price, though Konno is unable to say how much Nissan is spending on its research programme, or how much it has grown in the light of recent environmental concern.

However, within the company's Central Engineering Laboratories, a division whose task is to evaluate aspects of vehicle development 10-15

years ahead, some 70-80 per cent of the budget is said to be devoted to safety and environmental matters.

In fiscal 1989, Nissan spent ¥240bn overall on research and development.

Reducing the use of chlorofluorocarbons (CFCs) which deplete the ozone layer is one concrete environmental protection measure already underway. Equipment is now being installed in service shops to recover and recycle these CFCs that are used as coolants in air conditioning units and cleaning agents for urticane bumpers and metal parts. By the mid 1990s, Nissan hopes to have developed an effective CFC substitute.

Nissan has also switched to cleaner burning fuels for its manufacturing plants, using kerosene and liquefied natural gas in a bid to reduce sulphur oxide emissions. Another system, to remove sulphur oxide from flue gas, is claimed to be among the most advanced treatment processes in use today.

In the final analysis, Konno sees a need for a balanced, considered approach to environmental research.

"If we aim for one area or project such as global warming, we should take into consideration all other aspects that might have some side effect. That's the point. Otherwise, in 10 years time, we will surely face certain difficulties."

The initiative should provide some clearer insights into key areas of doubt about electric vehicles apart from how they are able to perform.

It should resolve, for example, some of the arguments about whether there can be any real saving in terms of air purity if the power that allows battery vehicles to operate cleanly has to be provided by more and larger fossil-fuelled power stations pumping their own huge volumes of carbon dioxide and other polluting gases into the atmosphere.

Among the more promising long-term alternative fuels is hydrogen. Like petrol, hydrogen has a high energy content; its supply is essentially inexhaustible, being extracted from water, and, best of all, a vehicle so powered would emit mainly only water - in the form of steam vapour - from its exhaust pipe.

But hydrogen is very difficult to handle - it does not liquefy until very close to abso-

Jack Semple on UK traffic management

Grounds for optimism

BRITISH MOTORISTS must expect more "traffic calming" measures, such as road humps, speed limits, width restrictions and 20mph speed limits.

All are aimed at reducing the environmental impact of vehicles, in terms of safety, vibration and noise in residential areas.

There is general agreement that when these measures are implemented, they act as genuine deterrents to road users and usually succeed in forcing cars and trucks back onto major roads.

However, their implementation has been controversial. "Traffic calming needs to be part of an overall package to ease urban traffic congestion. There's no use in putting humps in rat runs if there's nowhere else for the traffic to go," says Mr Peter Witt, British Road Federation director.

"Far too many people are putting forward simplistic solutions to a very complex problem."

According to Mr Witt, a clearer distinction needs to be drawn between local roads and through roads.

The Department of Transport's Red Routes scheme for through routes in London will be doomed unless they are well-policed, parking meters are removed from them, and there are lay-bys for vehicles to stop when necessary, he says.

More off-street car parks are needed, and parking meters should be made more expensive than car parks, in an effort to get as many cars off the road as possible when they are not making journeys. "At the moment, nobody is doing anything very much," Mr Witt complains.

Mr Vivian Jones, president of the County Surveyors Society and county engineers and planning officer at Hereford and Worcester County Council,

accepts criticism that measures have been introduced piecemeal.

But despite concern over traffic congestion, especially in large urban areas, there are grounds for optimism about Britain's ability to introduce more effective traffic management measures in the future, he says.

Hitherto, there has been a lack of professional expertise on the part of surveyors and a lack of political will, at both local and national level, to introduce planned and integrated traffic management schemes.

Individual local measures have tended to be introduced in isolation.

However, the science of traffic management is advancing in Britain. Surveyors are becoming more professional in their approach, and their expertise will continue to increase over the next few years.

In a new initiative, the Department of Transport has over the past year published a series of pamphlets on traffic calming, and recently produced, in conjunction with other bodies, the Manual of Guidance of Lorries and Traffic

Management.

This is targeted at county surveyors and draws together for the first time a detailed code for implementing strategy.

These publications represent a significant advance in the science of traffic management. "I cannot believe there is any professional who is currently stumped for what to do next because of the lack of a code of practice," says Mr Jones.

The next task will be to draw together the various publications for traffic calming into a single manual, he adds.

However, local authorities are having great difficulty in retaining staff needed to bring forward traffic schemes and it is likely that they will turn increasingly to consultancies for this work.

There are signs that both local and national government are prepared to spend the money to implement traffic management policies at a local level.

As Mr Jones observes: "It is clear to me and my professional colleagues that the scope for the unbridled use of cars in cities is coming to an end."

Vehicle noise, UK

Units of noise

1978

1985

1988

Trucks

Cars

Source: SMMT

World pressure to intensify research

Continued from page 1:

make the use of such vehicles financially attractive.

Ironically, out of 18 responses, none was received from GM, Ford or Chrysler because at the time they seemed sceptical about a market developing.

The initiative should provide some clearer insights into key areas of doubt about electric vehicles apart from how they are able to perform.

It should resolve, for example, some of the arguments about whether there can be any real saving in terms of air purity if the power that allows battery vehicles to operate cleanly has to be provided by more and larger fossil-fuelled power stations pumping their own huge volumes of carbon dioxide and other polluting gases into the atmosphere.

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lute zero; and even BMW, which has several prototypes, says it could be 30 years, if indeed at all, before effective solutions are found.

In the shorter term, there are other alternative fuels, such as methanol and natural gas.

These do not lead to smog or acid rain-producing pollutants - but inevitably, they do generate carbon dioxide.

Taken overall, however, Dr Peter Walser, a senior Volkswagen executive, suggests that for most of the world at least, petrol-engined cars, albeit progressively more fuel efficient and less-polluting ones, will still be the world's mainstay for the next 20 years, at least.

But what happens when fossil fuels finally start to run out, or if carbon dioxide continues to build up dangerously in the atmosphere?

Mr Robert Eaton, president of General Motors in Europe, suggests that there might then be no alternative to battery-powered vehicles taking their energy from new generations of nuclear power stations if the world wants to retain its mobility.

That, inevitably, would take the environmental debate on cars into entirely new dimen-

sions, particularly post-Chernobyl.

Meanwhile, manufacturers are taking other actions to lessen the car's environmental demands, including vehicle recycling.

Major vehicle companies like Mercedes-Benz and BMW of West Germany say there is no reason why virtually 100 per cent of the materials which make up a car cannot be recycled, making a significant contribution to reducing the demands made on the earth's resources.

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